The Boy

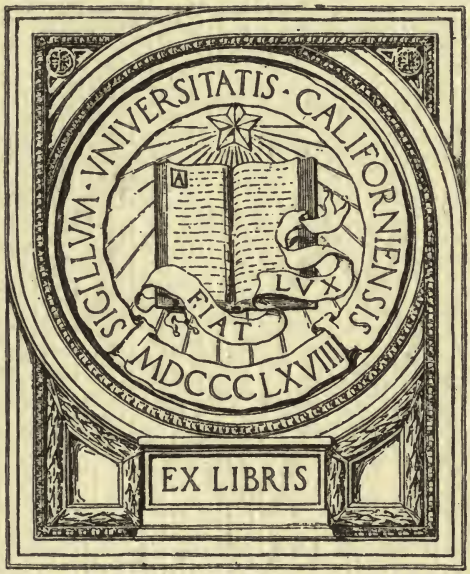
How to Help Him Succeed

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THE FACT·OF EXPER-IENCE

Nath'l C. Fowler, Jr.

GIFT OF
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"To-day's Boy is To-morrow's Man"

The Boy

How to Help Him Succeed

A Symposium of Successful Experiences

By Nathaniel C. Fowler, Jr.

Assisted by

Three Hundred and Nineteen American Men of Marked Accomplishment

Moffat, Yard and Company

New York 1912

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Just a Word

"By way of preface"

WORD pictures of experience — some of the little things I have learned to know — many of the great things others know they know — helps from helpers — conveniently served for profitable taking.

304016

Be yourself — your whole self — you can't be more — you shouldn't be less.

Maximum your goods — minimum your bads.

Find your best self — feed it, train it, work it, rest it, grow it into the full bloom of your character-flower.

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The Elements of Success

"Let's knock at Mystery's gate, and beg a hearing"

SUCCESS seems to be a psychological state or condition, as invisible as electricity, no less an actuality, and as positive as gravity, a permanent or transient inhabitant of every plane of Endeavor's everywhere.

The dictionarian may refuse to consider success other than the favorable and profitable termination of the thing attempted, the satisfactory issue of effort, the ending corresponding with the aim and desire entertained.

Luck is not analogous with success. Luck is the result of chance. Success is the product of intention.

The psychological composition of success may be an unknown quantity in the laboratory of business, profession, or labor, but the action of success, or successful action, is a part of the daylight of accomplishment.

The result of successful endeavor, and the action accomplishing it, are definite enough for experiment.

"As others have done, so may I do," is Possibility's motto of encouragement.

He who would build buildings, if he would build them well, must learn of building builders, and study their models, their work, their personal characteristics, and their results.

The likes, the dislikes, the methods, the ways, and the principles of men of success may furnish Experience's general practical guide to success-making.

In the arithmetic of life, ability plus opportunity equals success.

A study into the composition of success and failure indicates that the sign of success is engraved upon the intellect, and not upon the palm or the face, and that

the accomplishment of success is due as much to effort and environment as to original or inherited ability.

There are laws in everything, — laws of Nature, laws of nations, laws of health, laws of success.

The law of average is safer to follow than the rule of exception.

The hard proof of fact unqualifiedly says that, while birth counts, inheritance is but a factor in the finished result.

All the energy in the world, concentrated into an individual engine, will not carry the train unless there be a road-bed and a track. The start must be made, the pace must be kept up, and surrounding conditions have much to do with its progress.

A percentage of our boys do but little better than exist, partly because few of them have started right, and because few of them have kept themselves, or have been kept, within the path leading to success.

The world is full of pairs of success and failure. One is successful, because he has energy and opportunity; the other is a failure, because his opportunity does not meet his energy, or his energy does not find his opportunity; and yet both are born and reared in the same home atmosphere, feed upon the same meat, and live within grasping distance of the same opportunity. What does one possess which is not possessed by the other? Apparently, both are equal, and both would seem to have equal chance in the fight for success.

It is the business of the father and the mother, the teacher, and the friend, to start the boy in the line of his apparent ability and inclination, if these be reasonable and sensible.

The boy should be studied from the day of his birth, and every action and every inclination should be recorded in the minds of love, that the framing of that boy's house of success may be begun at once, and that the boy may know enough to manage it when he comes to the care-taking age.

Starting right is worth nothing without keeping right; but if the start is not right, years of labor may be necessary to break down the handicap of a misdirected beginning.

There never was a boy worth the feeding who did not present to a close observer some indication of a fitness for something. This fitness, or inclination, soon crystallizes into an action, and this action soon creates a definite desire, which in its turn builds up a proficiency for some one thing for which the boy is naturally adapted.

This is an age of specialists. The Jack of all trades is the jackass of all trades. No one can do two things equally well. The best shoemaker is a far better man than the poor preacher, and the proficient housekeeper is a much more valuable contributor to civilization than is the lifeless writer of wordy literature.

Study the boy; watch the boy; analyze each action and inclination. Do not force him; do not hurry him; do not fit him to a calling; find a calling that fits him.

There are a thousand means of livelihood. The boy has but one prominent ability. Discover that ability, and feed it with the kind of food it needs, that it may develop into a good thing for the boy and a good thing for the community.

Do not start the boy in business at haphazard speed. Better wait a year too long than to crowd him into the first opening, when he does not fit that opening.

The first start sets the direction, and to change means time lost, energy lost, money lost. Better do the experimenting (and one may experiment by study before the boy takes the first step) than to start him in the wrong direction and have him unlearn as well as to have to be taught over again.

The winning of success lies in accomplishing something by the realization of the full result of capacity. It matters not what that result is, so long as it be honorable and the best result possible.

Success may mean money, or statesmanship, or power, or philanthropy, or leadership, or position in anything honorable.

There are more of the harmonious elements of success in the best man in town than in the richest man in town.

Anything is successful, which has reached the height of its capacity, which is the best the doer can do, and is the flush result of his consummate ability and effort.

Striving to do more than one can, may not invite failure.

Unwillingness to use one's full possessions does not encourage success.

In correctly diagnosing one's self, energetically exercising every faculty, adjusting all to the equipoise of harmonious nicety, is the highest realization of pure and unadulterated success, a point as yet seldom attained, but one to be within easy reach in the days of a rapidly approaching civilization of real Christ-like Christianity.

The best possible at its time is the best success of its day.

The Starting of the Boy

"The right start leads to successful finish"

WITHOUT the start there can be no finish. The finish is not independent of the start. The germ of the beginning is present at the ending.

As we start, so are we likely to go. The wrong start may cast an eternal shadow. The wrong start is expensive; it leads to continuous cost.

The economy of success-making is impatient of wrong-starting.

New times are different from old times. What was best for the father may not be best for the son. New theories are wrestling with old ideas, striving to fix standard principles.

The vital question of the day, yes, of the hour, of the minute, is, "What shall we do with the boy?" and like unto it is its sequel, "How shall we start the boy?"

The right start fortifies against failure. The right start leads on to success. The right start is the shortest road to result. Failure begins with the wrong beginning and accompanies inharmonious environment.

Persistency almost always wins; ability usually counts; but ability and persistency, stored in faithfulness and ambition, lean upon conditions, and conditions, at the start, are of far more consequence than at any other point of the road of progress.

Environment is of as much importance as is inheritance. All are much more equal, prenatally, than we are apt to consider.

The future depends more upon the regulation of early life than upon the adjustment of any other period of existence.

Success and failure are largely within the grasp of the boy and of his parents. As the boy is started and trained, so the man probably will be.

The better the parents understand the boy, and the better the boy understands himself and his parents, the easier can be mapped out the boy's probable road to every grade of prosperity.

The parents everywhere, be they rich or poor, read or unread, in the city or in the town, in the village or in the woods, with anxious arms are reaching out for something to co-operate with them in the guidance of their boys, who to-day may be bent, but to-morrow will be rigid men, set in the stiffness of adulthood.

Theories are glutting the market. Hard, practical, common sense is at a premium. Self-conceit, another name for isolated individual opinion, is dangerously prevalent.

I ask no pardon for temporarily dropping sentiment, and for considering humanity as cold materiality.

Half a truth may be handled with gloves. The whole truth is never injured by naked-handed handling.

Physically and mentally, the human offspring begins at the lower stratum of animal life. What he will be, not what he is, gives him the right of consequence. If he has characteristics, he does not show them. If he thinks, he does not know that he thinks, and therefore he presents little perceptible indication of mind-capacity. His only marked characteristic, or, rather, his one display of instinct, is a continual desire for food. He can eat, if food be given him. He doesn't know enough to forage for it. Unkept and unfed, he dies. To eat is the substance of his ambition, and when he is not eating, or trying to eat, he is doing nothing, or is smiling, or crying, or sleeping. He is of importance, not for what he is, but for what he may be, or is likely to be, or it is hoped he will be. He is a little, round, helpless, thin-skinned lump of expectation; entirely helpless, com-

pletely dependent, and in a present state of total worthlessness. Yet the maiden aunt and sentimental mother may think that they see in the just-born boy every conspicuous trait from every branch of two family trees.

When the boy is a few years old, family pride and parental conceit, correctly and incorrectly, and often dangerously, discover in him everything they desire to discover.

Physical inheritance may manifest itself at an early age, but mental capacity is seldom seen in well-defined lines before the boy reaches the age of half a dozen years, and even then the distinguishing marks may not be below the surface.

Up to the tenth or twelfth year-point, the boy's physical condition deserves the first attention, with, of course, the absorption of the "Three R's" of school.

The boy now begins to show some permanent likes and dislikes, and though his like often changes to his dislike, and his dislike to his like, the keen observer, and all interested observers cannot help keenness, may discover the beginning of some definite characteristic, some more or less strong, or feeble, presentation of some particular ability, or of some kind of indication of some specific tendency.

The learned scientist and physician, as a class, believe that the good or bad of inheritance is considerably confined to inherited tendency, and their researches have demonstrated that unless the boy has had the opportunity of inheriting pronounced mental or physical qualities, his character and future will be, or is likely to be, controlled or influenced by environment.

Let it never, even for the moment, be unrealized that environment, with its goodness, badness, and conventionality, is co-responsible with inheritance.

At the age of ten years the boy is old enough, and mentally strong enough, to begin to appreciate, and to be materially influenced by his surroundings. He is then entering upon the prime of boyhood, the beginning

of his real life. He is mature enough to reason, and to realize that he cannot help becoming a man, although he may have little definite conception of manhood. He is old enough to choose his associates, and he does. At no other time is he so readily influenced, and willingly so, by his home, his parents, and his friends. He may be conceited, but probably he is not bigoted. He may be self-willed, but his will is not permanently set, and is more pliable than it ever will be afterwards. He is beginning to travel upon the high-road of his life. He is between the green pastures of his youth, and close by the smiling waters of pleasure, and he breathes the fragrance of the flowers of happy irresponsibility, but he is fast approaching a rougher and sterner country, and the future, to him, although unrealized, is losing its blankness. He does not appreciate his experience, and few parents comprehend the delicacy and vital consequence of his condition. By them, and by the world, and even by his teacher, he is too often considered but a boy, and treated as a boy, as though in him had not fairly begun the beginning of the man.

Our present civilization, progressive though it may be, too often robs the foundation, that it may artistically build the superstructure.

The boy is entitled to a fundamental education. He must learn to read, and to write, and to figure, and to be familiar with the common school studies. Without the principles of education, he can never branch out, or enter anything. He must receive these fundamentals, willingly or otherwise; the law so rules it; and the law is right.

If the boy is to enter college, it is not too early to begin to consider the classical course, although for some time there may be no change in his studies; but that object should be kept in view, that he may be better prepared, when the time comes, to shape his way college-ward.

The boy who has to be forced, so long as he needs

force, will neither contemplate, nor accomplish, success. It is neither right, nor fair, nor good policy, to force the boy into a classical course, or into any other higher learning, against the boy's reasonable objection. The boy has rights, and has as much right to his rights as have the parents. Force on the part of the parents is seldom justifiable when it goes beyond protecting the boy from danger, keeping him in health and within the law of reason and of the land he lives in, and giving him educational essentials.

The boy, if necessary, should be forced through the common school, but seldom a step further. After the common school is past, he has an equal vote with his parents, and if he be a boy of character and of sense, the casting vote in the matter of educational progression, and to him, more than to his parents, belongs the decision of the method of his livelihood. If he is worthy of a higher education, force will never have to be exercised upon him. Parents should never drive higher education against the grain of the youthful cranium.

The success of every boy is not independent from association with conditions adapted to his physical capacity and to his mental ability. Which way does the boy incline? Does he show mental activity? Does he memorize or does he reason? Is he a copier or an originator?

It is the parents' business to encourage the boy, to teach him the way he should go, to boost him up the common tree of life, and to let him climb through the branches of his own choosing, and to help him while he is climbing, and even to hold the net of safety beneath him lest he fall.

Half of our blundering, ignorant, out-of-place lawyers, doctors, and ministers are but the product of wilful and conceited parents, who hadn't brains enough to let their boys walk upon their own legs, but insisted upon propping them up upon crutches for

life; and the suffering world, with the boys, pays the penalty.

Better that the boy be the best machinist in town than the poorest lawyer. Better a good carpenter than a butchering doctor. Better that he till the soil well and enjoy a profitable harvest, than that he, in his ignorance and inadaptability, misrepresent religion.

The boy of any age is not entitled to indiscriminate freedom. He must be mastered. The boy without a master is as unsafe as a ship without a tiller, but the boy with an incompetent master may be in more peril than a ship without a rudder. The boy, however, when he has reached youthful maturity, is entitled to a not-over-restricted freedom of his individuality, and he should be allowed to have a voice in the shaping of his future. The boy of sense is worthy of being trusted, and his likes and dislikes are entitled to profound respect.

The application of human law and of the parents' law had better be mostly confined to the negative; and to the boy, as an individual, if he be a boy of character and of sufficient age, should be conceded the right to choose the affirmative, subject always to an intelligent parental veto.

Parents have rights, but the right of their right is in the right use of it. The boy, if he be a boy worth having and of some maturity, has rights of his own; and the boy's real rights and his parents' real rights can never meet in harmful collision.

Parental love, sensible love, — and any other kind of parental love is unworthy of the name, — the love which has trained itself to proper regulation, and is competent to administer itself, has done a thousand times, yes, ten thousand times more good to the boy than the arbitrary parental dictation of might.

I am aware that early characteristics are often misinterpreted, that it is sometimes impossible, and often difficult, for parents, even if they be the wisest, to

render proper assistance to the boy; but parents must do their best, and when in doubt should consult with others, as wise as or wiser than they, that collective judgment, not individual opinion, may be the order of their rule. They should advise with others, anyway; for no two parents, even the best, have in themselves the sole right of directorship. Alone they may, or may not, know what is best to do; and the chances are, perhaps, but even. Working with others, correcting and perfecting their ideas from those of others, they may sometimes do wrongly, but they are far less apt to blunder. There is safety in the sharing of responsibility.

The boy, at quite an early age, begins to show what he may be good for, or he is getting himself into shape to show what he may be good for. The time has arrived for him to study himself, and to be studied; to find himself, and to be found; and his characteristics and his tendencies, his advantages and his disadvantages, should be carefully noted, that a general line of action may be marked out for him, suggested to him, and not forced upon him — an elastic line, that it may be turned one way or another, as constantly arising conditions may suggest, but the line not lacking definiteness, however.

Bending the boy against his natural grain means mental or physical deformity. Every boy who is good for anything is better for one thing than for any other. Along the line of his capacity is the road to his best accomplishment. Forcing him to be what Nature never intended for him means failure. The boy's inclinations may, and may not, correspond with the boy's capacity. He may be mistaken about himself, and so may be his parents, and his teacher may not diagnose his case correctly. Certainty is impossible. Probability is probable. The boy who wants to do what he ought to do is pretty sure of success. The combination of desire and capacity leads on to profit. Most failures begin either by doing what one does not

want to do, or by doing what one ought not to do. The success of almost every boy is dependent upon his inclination, working in harmony with his real capacity; and the sooner this combination is discovered, the quicker the boy will reach results.

Parents should be the allies of the teacher, and should help to make the regulative and hurried teachings of the school pleasantly realistic, interesting, and entertaining to the scholar; but if they are incompetent, the boy is much better off without their direct assistance, because there may be more ignorance in the home than in the school-room, and there is likely to be much less trained experience.

Desire to benefit the boy may, and may not, be accompanied with competency. If the boy shows a mechanical bent, he should have something mechanical to do about the house, and be encouraged in every way along the line of his inclination. The more mechanical things set before him, the better, provided they do not interfere with his regular duties and with his health. The handling of mechanics, and the seeing of them in action, and the atmosphere of the workshop, even though he be but a visitor, and not an actor, will be of much use in fitting him for the life he is likely to follow.

If the boy enjoys the farm, and outdoors is more than all the rest of the world to him, there should be impressed upon him the advantage of being a good farmer, and not a drudger; and he should be allowed to see the difference between working the land and allowing the land to work him.

If he appears to be a trader, he should, when of reasonable age, meet men of honest business, and be kept away from the jockies of trade, that he may learn the right side of business and not the wrong side of barter.

If he be a student, and loves study, every opportunity should be given him to develop his inclinations, and he should be surrounded with the atmosphere of books and

of learning, and be shown that memorizing is the lowest order of intellectual accomplishment, and that the book-worm always crawls. Study should never interfere with the proper amount of outdoor exercise. Too much study may be as bad as too little study. Study, at the sacrifice of health and of a proper amount of youthful pleasure, never pays a satisfactory dividend.

If the boy has a decided preference for some profession, let him see that profession as it is; both sides of it; its advantages and disadvantages. Don't keep him away from the bad side. If his ambition and desire are built upon the solid rock of adaptability, he cannot be discouraged.

Whatever the boy seems best adapted to, or wants to do, if that want appears to be a reasonable one, he should, so far as practicable, and so far as it does not interfere with his regular duties and with his reasonable pleasures, live somewhat in the environment of his choice, that even while a school-boy he may not be unfamiliar with the responsibilities of his future. It is unmistakably a great advantage to him if he can, in early life, determine upon his future course, with some degree of probability, and be given the right atmosphere to work and play in, that it may be easier, and not harder, for him to find himself, and to hold himself, and more easily and more gradually and more naturally to prepare himself for his life's work.

The boy should be a boy so long as he is a boy. The premature assumption of man's estate is unnatural and dangerous. But the boy does not assume the responsibilities of manhood, when, in the maturity of his youth, or even before it, he formally, or informally, selects the probable course of his life, and begins to accustom himself to the conditions surrounding that direction. The earlier he makes a decision, in part or in fact, with the assistance of his parents and friends, the more gradually, and the more easily, he will accomplish results. He will naturally grow into what

he is after, unconsciously and without weariness, and without negligence of study or of the sacrifice of the pleasure he, as a boy, deserves and requires.

Many a boy does not know what he wants to do, and many a boy cannot well be told what he had better do, much before the time of doing it. This boy is simply at a disadvantage. Success is not denied him, but he isn't so well off as he would have been if he could have discovered, or partially discovered, in advance, the best probable road to travel.

The tourist, who starts at a moment's notice through Nature's wonderland, appreciates each picture as it unrolls before him, but he does not enjoy them to the fulness of his capacity, nor receive from them what he would have realized, had he started mentally and physically equipped to absorb each experience as he met it.

Give Nature full sway. Nature is never wrong and never goes astray. The real Nature of a boy is the real boy in the entirety of his completeness. Find that Nature, the best part, and the whole part, of all there is good in the boy, and then let Nature take its course, by helping it along, encouraging it, and feeding it with the natural food the Great Provider planted for man to harvest.

The Boy at School

"Where the twig is bent and set"

SUBSTANTIALLY all American boys, whether or not they finish at college or at other high institutions of learning, attend the so-called public or common school, and probably eighty-five per cent. of them complete their scholastic education by graduating from the several grades, or classes, of the free school system.

It is obvious that the boy cannot hope to progress without the fundamental education commonly taught in the public schools. Without this knowledge, he cannot expect to succeed in life, nor can he become a member of any respectable community; and this basic or foundational scholarship is necessary, whether he goes higher educationally or not, and whether he becomes a laborer or a lawyer. This common or rudimentary knowledge he must acquire, and it must be driven into him, if necessary, unless he possesses considerably less than ordinary mental capacity.

It is essential, first, to give the boy the tools to work with; and second, to discipline, train, and fit his mind for labor in any department of livelihood-earning.

It is true that the boy may forget one-half of his early geography; that the solution of many of his school problems may pass from his mind; and that, perhaps, at the close of his college course he could not, at the moment, pass the entrance examinations; yet, however much he may have forgotten, he has received information, and he has learned how to take it, and his early education, forgotten or remembered, has disciplined and fitted him to better grasp opportunity.

The average boy is a member of a class of average boys, of average ability, and of a social standing like

his own. There are probably not less than twenty-five in the class, and perhaps twice that number, or more. He is, then, but a part of a composite whole, and a general, not a specific, factor in his class. Little is usually done, and little can be done, under the present school system, for him individually. He must, in common with his mates, feed upon the general loaf of education, and not upon bread specially baked for him. No matter how faithful the teacher, no matter how great his ability, it is obvious that he cannot give more than very limited personal attention to any one boy.

Many of our educational authorities consider it fortunate for the boy that he is a part of a scholastic machine, and not a petted individual, and that the boy needs this rounding-out, this opportunity to absorb generally. Other educational experts deplore the lack of opportunity for individual interest and instruction, and look upon our present school system as falling very far short of the ideal. Undoubtedly, somewhere between these extremes of opinion lies the best method of education, — a method sure of speedy discovery and adoption. Until its arrival, however, the school must be considered as it now is, not as it may be, or ought to be.

There can, nevertheless, be no question that the boy, with this general knowledge and discipline, needs personal care and assistance in connection with the school system, provided the school system does not and cannot give them, and these the parents, or guardian, or relatives, or friends must give, or the boy, for the present, will have to get along without them. It is the important duty of some one outside of the school to follow the boy's career at school, to be posted upon everything he does and does not do, and to act as an accessory to the teacher.

Unfortunately, too much of the tendency of school teaching is towards the development of the memory, and not of the reason. The common school teacher

does not always have the time, and may not always have the ability, to develop individual thought. The boy may become a repeater rather than a reasoner. He may be mechanically correct, and his record may be at the hundred-mark, and yet he, at the head of his class, may be less equipped for the future than is the boy half-way down, or more than half-way down, in class-standing.

Besides imparting fundamental facts, and training and disciplining the boy, education is of little value to him unless his mind is capable of handling it. The talk of the parrot begins and ends at the parrot's mouth; there is no mind, no reasoning back of it. Many a schoolboy, high up in his class, recites with little more understanding.

Dutiful parents, parents who are really interested in their boy's progress, will, so far as possible, keep themselves familiar with the boy's work at school. They will read the boy's text-books, talk over the lessons with him at home, and supply the attention which the teacher has not time to give. If the parents are educated, well and good. If the parents are not educated, here is their opportunity to study with the boy, for the mutual benefit of all concerned.

Parents should not make the home-study hard work for the boy. Let the study at home be mixed with recreation, — a pleasure, not a hardship. Study worth much of anything is not grinding labor. Studying, with understanding and with the proper help, is pleasurable work and not drudgery. The teacher may of necessity be unable to always make the task easy or pleasant for the pupil, and perhaps the teacher has not the time nor the opportunity to soften hard educational fact. Furthermore, many a teacher has not a faculty of imparting knowledge easily, smoothly, and pleasingly. Here is an opportunity for parents to do what the teacher cannot do, or may not be able to do easily, — to help the boy to love study, to appreciate the value of education.

There should be in every home, yes, in every boarding-house, a general social discussion of educational matters, for the benefit of the young people, and for the welfare of every inmate.

Parents should not throw upon the teacher a responsibility greater than it is the teacher's duty to bear. They should work with the teacher for the boy's good, and for the good of the community. This co-operation — and, mind you, co-operation should not be dictation — simplifies, strengthens, and makes more effective the whole educational system, and does more than anything else to brace and strengthen the boy entering the ranks of active life, and supplies him not only with sufficient educational ammunition, but with skill to use it.

The private or so-called select school generally follows the methods of the common or public school, intensifying and broadening those methods by giving more attention to each pupil. Some of the private schools are in every way superior to the public schools, and some of them are very much inferior. The private school has a better opportunity than has the common school, and more often than otherwise it improves that opportunity.

What is known as "the society school" is likely to teach more of what it ought not to teach than of what it should teach. Fortunately, the majority of private schools are true educational institutions, managed by men and women of great integrity, ability, and adaptability, and fortunate, indeed, is the boy given an opportunity to study under such favorable auspices.

While it is the parents' duty to watch the boy at school, to aid him, encourage him, and to co-operate with his teacher, they should seldom assume the right of educational dictation. Many of our educational systems are far from perfection, many of our committeemen are neither physically nor mentally adapted to offer advice, and many a teacher lacks ability and

method; yet the average system, the average committee-man, and the average teacher are more competent to frame methods and to instruct than is the average parent, and parents should recognize this.

Faultfinding is easy; any one can object to the method and to the teacher; but co-operation, assistance, and interest are far better than faultfinding and backbiting.

Parents should render to the teacher what is the teacher's due, and assist rather than find fault with him. They should be the teacher's assistants and friends, for often the incompetent teacher, with home assistance, may accomplish more than can the good teacher unaided and alone.

Teachers have their places; let not parents trespass upon school-house domains.

Parents have their rights; let not teachers invade the home preserves.

The boy at school is entitled to exercise some of his individuality; let both teacher and parent respect the manliness of youth-hood.

Stand together; you are not competitors; work together, all of you — parents, scholars, teachers. In interested, companionable, enthusiastic correlation is the mutual flood of prosperity.

Good and Poor Scholars

"What's the good of unused good"

THE good scholar at school, more than the poor scholar, is likely to develop into successful manhood. Yet many heads of classes, and many more not far down the scholastic ranking-line, have made failures of life, while many a boy at the foot of his class, or near the foot of it, has been the first to cross the tape in life's track of accomplishment.

Proficiency in early scholarship may not be the forerunner of successful result. Dullness in school, or apparent incapacity, or wilful unwillingness to excel is certainly not conducive to success; but because many poor scholars become successful men, and because many good scholars are failures, scholarship in school or class-rank cannot be considered as an infallible criterion of the future.

While it is a fact that most of the men of success were neither at the head nor at the foot of their classes, partly because there are more scholars between the head and the foot than are at the head or at the foot; yet it is probable that the majority of successful men were graduated from school or college in the upper half of their classes; and that life's failures, for the most part, were in the lower half of their classes.

The boy who cannot keep up with the majority of his schoolfellows is not likely to harvest profitably on any of life's fields of labor. The boy who will not keep up with the majority of his schoolfellows simply because he is too lazy, or too unambitious, or too much interested in something else, may become a pronounced success, provided that he realizes before it is too late that one of the parts of accomplishment is strenuous application. The boy who is at the head of his class

simply because he wants to be at the head, and has no better reason, is not likely to succeed more than moderately in life.

The boy most liable to be a success is the boy who gets out of the school all that the school can give, whether he be at the head of his class or not. He goes to school for a purpose. His purpose is to learn what there is to learn, and to learn with understanding and not by rote. He is not a parrot-like repeater at recitation, nor a mechanical memorizer at examination. He learns what he learns, that he may know what he knows; and he fills himself with this information, not for the sake of the information, but for what the information shall be worth to him when occasion requires its use. He loads that he may unload; he absorbs that he may distribute; he stores himself full of the right kind of material, of use to himself and to his world. What he learns he understands, and what he cannot understand he refuses to learn. Consequently, he is nearer the middle of his class than to the head of it, and often he is unable to win class-ranking-honors from the boy of mechanical memory.

Many a boy at the head of his class is merely an automatic absorber. The knowledge he receives solidifies under his skull, and there remains intact, without life or vibration. It is worth nothing to the boy because he cannot distribute it. He does not understand it. He wins ranking-honors at school because his recitations are technically perfect and his answers to examination questions are equally correct. This boy seldom makes a success of anything; he is a dead boy, with an absorbent mind that can receive what it cannot give. With equal facility his head will hold a string of abstract figures, a line of dates, and a book of words. As a storage plant he may be a success, if some one is found to unload him and market his goods; but alone, he is a failure, a miser of knowledge, an educated automaton. Yet he may graduate at the head of his

class, for under many of our accepted systems of marking, ignorant correctness stands as high as intelligent understanding, and automatic negatives rank with intellectual affirmatives. Some systems of education seem to offer a premium for active absorption and inactive understanding. They appear to be satisfied if the boy can answer in the words of the book. They encourage him to look upon the head of the class as the top-goal of result; and many a boy in striving for class leadership becomes mechanically strong and intellectually weak.

The institution of learning, where knowledge is taught as it should be taught, does not over-praise the head, nor over-condemn the foot of the class. It develops the memory, not for memory's sake, but just so far as the memory may the better store the material of understanding. It asks the student to do his best, and would rather encourage him to be at the foot of the class, understanding a part of his lesson, than to be a book-roter at the head of his class.

The boy at school who gets something out of his lessons beyond the mere book questions and answers is going to be a success, whether he be at the head of the class, in the middle of the class, or at the foot of the class, — but he is not likely to be at the foot of the class.

The boy who thinks more about what he learns than about his relative position in the class is likely to be a winner. He learns with an object in view; he attempts to understand as he passes on. Consequently, he may not be able to pass an examination so well as does the boy who is ignorantly literal and dry-book-perfect.

Not how the boy stands in school, but how the boy is using the school, or rather, how the boy's school stands in him, counts in the end.

The strife for scholastic rank in school is pure and simple competition; and all competition, whether neces-

sary or not, is unnatural. Business, as business is done, demands competition; but business, as now conducted, is not the ideal of a higher civilization. There would appear to be little or no excuse for competition in school; and competition should be seldom encouraged by the teacher or permitted by the government. Successful scholars are seldom competitors in a competitive sense. Competition, broadly defined, means getting something at the expense of another; that is, taking unto one's self that which another unwillingly gives up, or, on account of competition, fails to receive. The struggle for class leadership is seldom unadulterated with this kind of competition, and, just so far as it is thus competitive, it is unprofitable and wrong.

The position at the head of the class is too often obtained by the exercise of memorizing, or by what is known as exhaustive cramming. The victor frequently gets there by an abnormal development of his memory.

Memory alone is an unprofitable possession. What it receives is valuable only in so far as it is usable.

The memory which can use and distribute its receipts is a priceless blessing, a commodity of success.

Let the memory be broadly developed, that it may be generous, not miserly, equally receiving and giving for the mutual benefit of itself and others.

Many a boy, in striving for class-ranking-honors, has strained himself physically and mentally, has further sacrificed a part of his understanding, and has dwarfed his intellectual development, that he might crowd his memory with the facts and figures too often essential to class prominence.

The boy who has the germ of success in him generally has too much good sense to strive for an empty honor, or for an unprofitable position, or to pay for anything more than the thing is worth. School, to him, is a means to an end. He absorbs the wheat, and passes by the chaff. He stores knowledge, not in a solid lump of memory, but in convenient layers of

understanding. In other words, he stores intellectual food, not for the sake of keeping, but for the sake of using. He is in the highest sense a good scholar, no matter what his class-rank may be. On the field of the future it matters little what his relative position has been in the training classes of his boyhood. What he knows counts, and what he knows is what he has with him, fitted for use, not what he has unnaturally stored up within the outletless volume of his mind.

The boy, whose highest ambition is to stand at the head of his class, wholly for the sake of being there, and for the selfish motive of outranking his fellow-students, seldom puts his knowledge to any service. He is likely to remain an educated dummy, well-nigh useless to the community. For the growth of his memory, that he may obtain a class-ranking honor, he has dwarfed his intellectuality.

The head of the class may be a failure. The foot of the class generally is. The good scholar is more often at neither end of his class, and cares infinitely more for what he learns to understand than for an arbitrary class-rating, which may seem to stand for much, but which really stands for little. He is not, however, indifferent to class-rank. If others pass him, it spurs him to greater endeavor, not that he outmatch them, but that he may receive the top-fulness of his school privileges. He obtains the knowledge of action, not the learning of stagnation. He uses what he receives, and succeeds.

Higher Education

"There isn't likely to be too much of a good thing"

HIGHER education may be considered to consist of every grade of academic learning beyond the graduating or finishing class of the common or public school, and to include the teaching at colleges, classical academies, institutes of technology, and substantially every kind of instruction, except that pertaining to commercial technicality.

The fundamental part, or the foundation, of education is found in the common or public school, known as the kindergarten and primary school, the graded grammar school, and the more or less elective high school.

Every boy, whether or not he proposes to enter business or profession, and whether or not he proposes to advance educationally, absolutely needs this foundational preparation; for without it he cannot enter life properly equipped, nor will he be prepared to broaden into classical or scientific attainment.

When the boy has finished his common school course, many parents, with or without the boy's consent, and with or without exercising common sense, and often without common fairness, unequivocally decide that the boy shall begin to earn a livelihood, or that he shall continue his education in the higher courses of learning. If the boy has stood high in his common school classes, and has appeared to be an apt pupil, the parents, if they can afford it, quite frequently attempt to unduly influence, or force, the boy college-ward.

Very often the parents mistake the power of memorizing for educational capacity, and judge the boy by the totals of his examination papers instead of closely analyzing the boy's intellectuality and ability, his

capacity for using, as well as for grasping, more than an ordinary education.

The memorist can pass any common school or college examination. The mere winning in an examination and class standing, in themselves, may be the falsest guides. By no means is the dull boy in school likely to be the bright boy in life; nor is the book-perfect boy at school necessarily liable to be a successful man, if his future be prophesied by his mechanical percentages and his technical correctness in recitation.

The methodically perfect school-boy may grow into the automatic man.

A part of education must be the training of the memory, but the educated man of success is the one who possesses, with a developed memory, a capacity and experience necessary for the use of what he has received. The truly memorizing boy, and there are many of them, may be as useless as a locked storehouse of good things.

Not altogether what the boy has done, nor entirely what he appears to be, but what he seems likely to be fit to be made into, must be considered in deciding whether or not it is better to start him in business or to give him the benefits of a higher education.

Education never made a fool of anybody. Higher education never spoiled a boy. The ass is an ass, whether he be educated or uneducated. The spoiled boy at college was spoiled before he went there. Education does nothing for the fool, and everything for the wise. True, many college men may be more active on the field of sports than in the halls of learning, and a small proportion of undergraduates may give no indication that they were ever respectable; but this condition does not reflect upon the college, nor does it furnish proof that college life is injurious. The college stands for the right. It represents the best. It is the right arm of civilization. The whole world is its debtor. Some college boys may be all wrong; some boys may make

fools of themselves anywhere; yet probably they make less fools of themselves in college than they would out of it.

The college boy who is a failure in business would have been a failure without his education. The boy, puffed up with his college learning, who considers every kind of toil beneath him, is an unmitigated ass, and is not the product of college life, but an offshoot of low-grade ancestry, or a pervert of good inheritance. A college education will not hurt any boy acquiring it, but it may be a waste of time for some boys, especially for those boys who do not care enough about study to go beyond the common school.

The boy should be made to go to the common school, — whipped into it, if necessary, — and forced to receive elementary knowledge; but undue persuasion and pressure should never be used as a means to drive him into a higher institution of learning. If the boy has a decided and positive objection to going to college, and is able to give reasonable reasons for his decision, the parents are almost criminally wrong if they attempt to sentence the boy into what, to him, is little more than an educational jail. Every honorable influence and advice are justifiable, and should be used, but beyond a proper presentation of the advantages of college, and an expression of desire, the parents have no right to go. Every boy, after he has finished his common school course, has vested in him the right to decide upon higher educational policy.

The boy who seems to care only for business because he loves business, who cannot be made to take an interest in anything else, and does not seem inclined toward a liberal education, had better enter business from the high school, for after the four years, without college, he will be better off, as he is constituted, than he would be had he spent four years in college. Perhaps a broader education would have done him good, but it probably would not have been worth four years of

his time. The boy who does not know much of anything will not know much more by going to college.

A college course does not always assist a boy in acquiring riches. It is, in fact, more likely to broaden his life, to deepen his thinking, to widen his reasoning, and to lift him into a higher and better atmosphere.

The boy who ought to go to college is almost always the boy who wants to go to college. The boy who wants to go to college will suffer almost any hardship, and make almost any sacrifice, to obtain his desire.

The question of a higher education may be safely left to the boy. If it will benefit him, he either voluntarily wants it, or he can be made to want it. A proper presentation of higher educational values will almost invariably send the boy to college, or to other high institution of learning, if the boy will be benefited by it, and certainly the boy who wants to go should go, if it is possible, and he should be willing to make every reasonable sacrifice, and so should his parents, for that which will be of incomparable value, no matter what his future walk in life.

Institutes of technology, and other technical schools, are higher institutions of learning, and rank side by side with our universities. They are thoroughly adapted to the requirements of those who intend to enter mechanical or scientific pursuits, and they either take the place of, or supplement, the regular college.

The liberally educated man sometimes graduates from college and also from the technical school, but comparatively few enjoy this broad privilege, or have the time to receive a double graduation, and probably it is not necessary, or more than infrequently advisable, on account of the time required.

The technical school may be considered indispensable to the boy who intends to enter some mechanical or scientific calling. He may be a little behind the boy who started four years before him, but in the end he will pass him. This scientific education is im-

parted by our best institutes of technology, and gives a boy, in three or four years, what he is not likely to obtain in double that number of years at work. The better trade, mechanical, and scientific positions are almost always presented to graduates of the higher class scientific schools.

The classical college may, and may not, be a good thing for the boy entering business. I firmly believe that it is, and I would advise every boy intending to enter a business, or a profession, to receive a college education; and the boy who intends to take up any trade, or a mechanical or scientific calling, should graduate from, or, at the least, for a while attend, the technical school.

Every boy with a love for, and a proficiency in, mechanics will have an unquenchable thirst for a technical education, and he will make any reasonable sacrifice to acquire it. The boy who is unwilling to strive for a scientific school diploma does not possess sufficient mechanical genius to be a success, or if he does, he has not the ambition to use his ability.

The boy who wants a liberal education, and ought to have it, will generally show, before he has finished the common school course, a marked preference and a definite desire for extended learning.

Parents have the right to make the boy want to go to higher institutions of learning, but they have not the right to force him to go against his will.

To sum up, a higher education is a grand thing for the boy who wants it, or who can be made to want it; but it is not likely to be a good thing for the boy who does not want it, or who cannot be made to see that he ought to have it.

Social Associates

"There are two worlds below — the home and outside of it"

INHERITANCE counts. The child of healthy, intelligent parents is predisposed to be physically and mentally superior to the offspring of diseased and ignorant parentage. While the law of blood has by no means been repudiated by the scientist, and never will be, experience and modern discovery have exploded some of the theories of direct inheritance, and it is now generally considered that, outside of marked prenatal physical and mental characteristics, the child is more likely to inherit a tendency than to receive the good or bad unchanged from his forebears. The ancestral strain remains, but his future may not be more than influenced by it.

Great researchers have discovered that environment, as well as blood, shapes the prosperity of posterity. The child born of the highest grade of parentage, with all the benefits and emoluments of healthy intelligence, if thrown at its birth into the worst surroundings, is more likely to become a criminal than is the child born of questionable family and given the best of bringing-up environment. Much as really depends upon the life which goes before us, we are as dependent upon the life which lives with us.

The "now" is often of more vital consequence than the "was."

The school-boy cannot constantly remain under the watchful eye of his parents, or of his teachers, and it is a good thing for him that he cannot. Sooner or later he must leave his home and school, and it is well for him to begin early to feel the responsibility of his individuality. Without this opportunity he is not properly equipped to depend upon himself.

Temptation came into the world for the good of the world. Without temptation, there would be no virtue in virtue. The boy is sure to see the world as the world is, and he is no match for the world, and is not armored against its evil, unless he knows evil from good. He will burn his fingers, if he does not know that the fire is hot. The boy need not be of evil to see evil. He will have to see it, and the more he is fortified against it, the more he can overcome it, or keep away from it.

Between the school and the home the boy must experience the outside world, and this outside world has much to do with the shaping of his future, and may have more to do with it than have the home and the school.

Many parents, while over-caring for the boy at home and over-watching him at school, forget that between times the boy is unavoidably meeting and associating with conditions which indelibly impress themselves upon his mind. It is obvious that the school-boy cannot be kept from coming in contact with questionable characters. Evil is on both sides of the street, and the boy must see it; but there is a great difference between seeing evil and living with it. To see evil is, to the boy who recognizes it as evil, a strengthening of the good that is in him.

Association with evil, whether the boy recognizes it or not, weakens every mental and physical fiber.

There are times when it is necessary for the parents to restrain the boy forcibly, and to designate whom he shall, and whom he shall not, associate with; but this dictation should be avoided if possible, for dictation produces antagonism, and the opposed child receives from opposition the incentive to do the opposite.

Kindly advice and suggestion, far more than compulsion, will keep the boy within the right circle of environment.

Parents should assist the boy in choosing his companions, but should not, if they can help it, arbitrarily

select the boy's associates for him. The machinery of watchful regulation should not stare the boy in the face. If the parents are the boy's companions, the boy's most valuable friends, they, with the boy, can easily, without friction, and without even the appearance of dictation, elect the boy's social associates. If the parents are the boy's companions, they will be companionable to the boy's other companions, and this mutual, social association will keep the parents in direct touch with the boy's outside surroundings; and they will seldom, if ever, be obliged to use any form of compulsion.

Parents cannot hope to successfully choose companions for their boys, or to manage their social life, if they are not companionable to other boys, and enthusiastically interested in everything their children do, but the parents should not force this companionship upon their boys. The desire for companionship, to be good for anything, must be mutual.

If the parents do not know how to be companionable, and cannot learn, the boy is better off without such companionship. But there are no parents, under the light of a civilized sun, who cannot be decent parents, and companionable ones, if they want to be, and try to be; and this companionship no decent boy will resent, and every decent boy will want it, and welcome it.

To bad companions and unhealthy surroundings are due most of the failures in life. The boy's school, if it goes no further than the school-house, and the boy's home, if it does not reach beyond its fence, can do little for the boy of evil associates. The school should go beyond the class-room more than it does; and parents should not consider the home limited to the home-house. Both should extend their care and their attention into the outside life of the boy, that the influence for good may surround him wherever he goes.

The school, and the home, too, should encourage the formation of clubs, — not loafing clubs, but clubs with some definite and acceptable purpose, like debating

societies and associations for the popular, recreative study of any kind of knowledge, and the more outdoor clubs the better.

The right kind of club life instils into the youthful mind the independence of self-respect.

The boy is far better in a rowing club, or in a social club, than he is loafing on the corner, or lounging at home, or without something to occupy his mind.

Of course, the club, or association, must be guarded, for sometimes these clubs lead to evil; but it is far easier to watch and regulate evil in an organization than it is to control promiscuous degradation.

The social life of the boy is no less important than is his school or his home life, and its influence is likely to be greater and farther reaching than that of home and school combined.

No live boy can live without associates. The boy, even more than the man, demands social intercourse.

It may be said that there are three factors in the development of youth: the home, the school, and the social associate. It matters not which is the most important, for the boy demands, and must have, all three. Any one of them can ruin him, and the boy needs the strength and perfection of all three for his full upbuilding and development. He may succeed with any two of them, but he cannot well succeed with one of them, and he is not likely to reach flush result unless he has what he needs of all three of them. Even if he does succeed with the odds against him, he probably would have succeeded better with less to contend against.

A certain amount of hardship may be necessary for the best rounding-out of the boy, but undue hardships are opposed to healthiest growth.

The boy with a good opportunity stands a better show than the boy with a poor opportunity.

The boy, strong enough and great enough in character to win against obstacles, will win the easier, and his

success will be greater, if he has to run against not more than ordinary hindrances.

The boy with nothing in him will not succeed anyway.

Help is worth more than obstacle. Some obstruction may help. Complete obstruction is insurmountable. Too much help stultifies ambition. Help and obstacle in right proportion, help predominating, are aids to progress.

The boy's social associates may be considered as one, if not the most, important factor in the building of the boy's success.

The world, to the boy, is as his associates see it, and they arouse, or dull, his ambition and shape his course.

If his parents are of his associates, the boy is far better off; but his parents alone cannot fill his requirements.

The boy must have outside acquaintances and friends. He must have an outside life, distinct from his school and his immediate home. This life he cannot avoid, and he is not likely to succeed without it. The more the school and the parents go out into this life, help to regulate it, to encourage the best of it and discourage the worst of it, the better it will be for the boy and for the community.

Steer the boy with the tiller of good-willed sense into his harbor of success; don't haul him with the hawser of wilful might into the breakers of disaster.

If he can swim, let him swim.

Starting at Work

"They're off! Let's follow them"

THE boy from the common school, whether a graduate or not, usually begins his working or business career at the lowest round of livelihood's ladder. The graduate or undergraduate of the higher institutions of learning may begin his business or professional life as a boy, or he may be able to start at the second or third round of the ladder; but if he starts at the bottom, he is not likely to remain long in that position. The graduate of a recognized institute of technology has back of him systematic, practical training, and seldom begins at the lowest point.

Comparatively few boys or young men entering trade, business, or profession are self-supporting at the start, and not many of them are able to maintain themselves in moderate comfort until a few, or several, years have elapsed.

The early years at work should be considered, by the boy and by his parents, an extension of school. For two or three years the boy may be worth little to his employer, but everything to himself. No matter how well the school may have prepared him, there is a difference between pedagogic knowledge and the practical practice of business.

The prospects of the boy are of far more consequence than what he receives or can receive during the opening years at work. It is better to start on a few dollars a week, if the boy can afford it, with prospects of profitable advancement, than to begin on much more with little opportunity for material increase and with limited possibilities.

Many well-to-do parents are sufficient-unto-the-day

people. They demand for their boys immediate progression, at the sacrifice of future prospects. They consider a cent-in-present-hand better than a dollar-in-the-bush-of-futures. They will not allow their boys to place prospect ahead of present, nor permit them to occupy places of opportunity at low pay, preferring lower-grade positions at higher salaries.

Again, let me caution parents against forcing the boy into any calling against his well-defined dislike. The boy old enough to work is too old to be coerced. He has self-rights, which must be respected. He has now begun to shift for himself. He is laying in place the corner stone of his career, and, although he will not erect the monument for many years, he cannot, without great loss to himself, shift or re-lay the initial stone, unless it prove to be too weak to build upon.

The boy's success depends in no small measure upon the way he starts. If he wants to be a storekeeper, or a mechanic, or a professionalist, and can give sensible reason for his choice, he is probably the best fitted to enter the circle of his tendency. Love for his work may not be essential to success, but love for what he is doing stimulates ambition and lubricates the hard bearings.

Love plus capacity conquers all things. Capacity without love may succeed. Love without capacity may not make a complete failure. But love with capacity always wins.

Inclinations or desires are indications of capability. What one wants to do is very likely to be what he can best do. What one does not want to do, he may learn to want to do; but what one does not want to do, and cannot or does not learn to want to do, is not likely to be well done. Many a boy thinks he wants to do what he really does not want to do, and many a boy thinks he does not want to do what he can easily learn to want to do. The boy with a sensible want can always present substantial reason for his selection. This reason, in

ninety-nine cases out of a hundred, is sufficient for the right of choice.

Wise parents have been for several years watching the boy closely, recording his likes and dislikes, and his apparent capacity for the work of his future. The boy is beginning to become a man. He has entered the critical state of his life, where mistakes cannot be corrected without damage and expense. Parents should come closer to him than ever before, should talk with him, advise with him, and aid him to see both sides of his probable career.

If the boy chooses to go one way, let that way be opened to him in realistic perspective, that he may, as far as possible in advance, appreciate what is before him. If the boy has the right stuff in him, and the ability to walk in his chosen path, he will weigh both the goods and the bads, and back his decision with the argument of stability and enthusiasm.

The vacillating boy, who wants to be a lawyer on Monday, a doctor on Tuesday, a minister on Wednesday, a merchant on Thursday, an engineer on Friday, a sailor on Saturday, and a loafer on Sunday, must get concentration, or he will be a failure. Of course, the boy is not expected to be a wall of permanency, and conditions will move him from one side to another; but the boy, likely to be a success through life, generally has, even in school, some well-defined preference, which he will not willingly give up unless it is shown him that he has chosen unwisely.

What the boy is fit for, not what the parents want him to do, is of the mightiest importance. The boy ready for work, while not altogether his own master, has some of the rights of eminent domain, which rights, if he be a sensible boy, he will exercise, under parental advice, if his parents are what they should be. To tie the boy up by limitations and restrictions, without consideration of his desire, ambition, and ability, is not only unnatural, but positively criminal. I have no sym-

pathy with unruly sons, nor do I believe that the boy under age is, by right of law or by right of Nature, the full master of himself; he must conform to the laws of his country and to the rules of respectability, and if he does not he must be made to do so or be punished. But a part of the right to shape his future course is his, and really more his than it is anybody else's.

True parents consider what is best for the boy, not what is best for themselves. They respect the boy; they use neither coercion nor force; they help the boy to decide; and when he has decided, they assist him in substantiating the wisdom of his choice.

The first year of the boy's wage-earning life, whether it be in the shop, in the office, or in a profession, is the boy's most vital year of all. This year shapes the course of his future. What he does during the first year will never be forgotten, and if he does what is right and best, he has made a great advance towards permanent success. If what he does is wrong, he has to begin over again and unlearn what he has learned.

What the first year will lead to, not the emoluments of the first year, counts. The boy at work, for the first few years, at least, is really at school, and his position should be considered, by himself and by his parents, that of the student, provided, of course, that his parents are able to maintain him. If they are not, the boy is at a disadvantage, and has to work for present money as well as for future profit. It matters little, if the parents are fairly well-to-do, what the boy is paid at the start, but what he receives in experience and training during the first years at work is of the greatest consequence.

The same interest, which proper parents give to the boy's studies at school and to his social life, should continue indefinitely. The boy at work, even more than the boy at school, needs parental companionship and the good-will glow of the home-light.

Business or Profession

"'Tis work, hard work, choose what you will"

THE art of business, broadly defined, consists of the work of buying and selling and that which is accessory to them. As broadly defining a profession, it may be considered as the marketing of the mind; the exchange of thought or knowledge for money or for other consideration, or without remuneration save a desire to benefit others and assist progress.

If the boy is after money, and only after money, his chances in business are much greater than they are likely to be in any professional calling. Substantially all wealthy men are business men or combine business with professionalism. The majority of exclusively professional men of ability earn a livelihood, but only a small proportion of them obtain a competency. The bottom of the professions is crowded to starvation; the top is well fed.

Figuring upon the law of averages, — usually a safe rule to follow, — the chance of reaching any professional top is, for the many, not much easier than crawling through the eye of a needle. Thousands of lawyers, ministers, authors, professors, and other professional men have little marked ability, and are lacking in magnetism, mental strength, energy, and force of character, and are incapacitated for properly distributing their knowledge, and, therefore, remain mediocres; existing, and doing little more. It has been said, and not wholly without truth, that one could stand with a professional "want" sign in the middle of any city hall park and be mobbed by educated applicants, so numerous are the out-of-work professionals.

Only men of extraordinary ability and indomitable

perseverance get beyond the first two or three rounds of the professional ladder.

The boy physically or mentally weak, and devoid of marked ability, has no business to dabble in the professions. He had better be the best something else than be the poorest lawyer.

The professional field is jammed, and only the strongest can force their way beyond the line of mediocrity.

The average boy had better go into business or into some trade. In business, if he is industrious, he is apt to make a living; but industry, energy, perseverance, and ambition are worth little in the professions, unless reinforced by ability, learning, and adaptability.

Mere education, in itself, is worth comparatively nothing. The good of knowledge is in the ability of the holder to use it.

There are thousands of thoroughly sincere and noble ministers, conscientiously and persistently laboring for God, who are dismal failures — impediments in the way of religious progress. There are many others, full of ambition, who injure by their inability. They have neither the skilled hand nor the mental power of adaptiveness, and without these two no one has a right to hang out a professional sign. There are lawyers who might have been good business men, yet they are distinct failures, because, with all their persistency and storage of knowledge, they lack the essential capacity to handle what they have.

Professional men of success are born to their professions, and are helped into them by education, training, and opportunity. The weak may make himself stronger; the dull may quicken his faculties; the fool may lose a part of his folly; but the flush of professional success — yes, even a fair degree of professional success — demands natural ability and adaptability, along with the training of school and experience.

The boy of ambition, with a desire to be famous, naturally turns towards the professions, and often enters

them because a conceited father or a silly mother had not sense enough to keep from pushing him into disaster. True, business men may not as often succeed in politics, and some statesmen spring from the ranks of trade, but it must be remembered that not one man in many thousands, who strives for political fame, journeys beyond the ward-room. There are several reasons why the business man does not always succeed in politics. The first is because he is not adapted to politics as politics now is, for if he were, he probably would not have been a business man. The second reason is that the business man of success does not often get outside of money-making, and is so closely devoted to his business that he forgets to exercise the full right of citizenship.

The march of civilization needs more business men as leaders; and, in the better forms of business, men will recognize the want of highest and best trained intellectuality. When the ethics of professionalism permeate the marts of trade, business will be on a higher plane and nearer to civilization's requirement.

The college boy, loaded with education, but without the ability to aim it, assumes that, because he is loaded, he ought to discharge himself into the professions, irrespective of his skill at marksmanship and of the fact that there are more professional guns than there are positions to fire at.

Education is no excuse for professionalism. It does not fit the incompetent for anything. Because the boy wants to be a professional man is not necessarily the reason why he should be. If he is likely to succeed in that line of labor, he will, before he has finished his common school education, show some characteristics, which will give his parents, his teachers, and the people who know him reason to believe that he is peculiarly fitted for the practice of some profession.

Few professional men of success have failed to show professional instincts while they were boys. The boy, with professional stuff in him, who has ability for

professional life, and who is likely to make a success in it, is filled with determination and persistence, and no small opposition or obstacle is likely to discourage him.

It may be difficult to determine what kind of business, or profession, the boy is best fitted for; but it is generally easy to form a reasonable opinion, after the boy has passed his sixteenth year, whether he had better go into a profession or into business.

The best rule to follow is to let Nature take its course. Nature, untroubled, is more likely to draw out the real qualities; but the boy must be closely watched, for Nature is sometimes perverted.

The boy's desire may not always spring from natural sources.

The boy should not be forced business-ward, or towards the professions. There should be placed before him the advantages and disadvantages of both profession and business, that he may see both sides; and every effort should be made to determine whether his desire is founded upon fact or is a passing fancy.

Parents should not depend upon their own judgment and experience; they should count upon others. Few, indeed, even those of the greatest experience, are sufficiently advanced to decide by themselves alone what is best for the boy.

Much advice is poor stuff. There is, however, plenty of good advice, — advice founded upon sound common sense, which parents should obtain and thoroughly mix with their own opinions, before taking any positive stand.

Unfortunately, the great majority of boys do not possess marked ability, and therefore are not likely to more than moderately succeed. These boys, very likely, will not choose for themselves. They will drift into something, and will be greatly influenced by others.

If the boy's chum is going to be a lawyer, the boy may feel sure that the law is his forte. If his best friend is

going into business, the boy's choice may turn in that direction. Teachers and parents here confront a grave responsibility, for the boy's success in life depends largely upon their direction and influence.

Parental ambition and gratification should not be allowed a voice. What the boy is fitted for is the one great consideration.

The boy with a well-defined proficiency is generally safe if left to himself; but the boy without any pronounced tendency, or inclination, must be followed with the nicest care, and directed and advised, that he may not make a failure, if he cannot make a complete success.

Not what the parents want the boy to do, but what the boy is likely to be able to do is what the boy should be trained to do.

What he can do best for himself, and for others, is the best thing for him to do.

Working for Himself

"Let us be Captains of Ourselves"

THE boy of success or the successful man always works for himself, whether he be a wage-earner on a large or a small salary, or the manager or proprietor of a business. The salary-receiver or the wage-earner who does not work for himself never rises from the ranks. We belong to ourselves, as well as to others, and our duty to ourselves is a part of our first duty. God made us keepers of ourselves, and He holds us responsible for what we do with ourselves, as well as for what we do with others and for others.

Nobody can do his duty to others who does not do his duty to himself. He who cannot care for himself is useless to others. The selfish think only of themselves, and the duty that they perform to themselves is the duty of selfishness. The real duty-doer is good to himself, that he may be of equal, or more, benefit to others.

The boy who thinks only of his employer's interest is seldom worth much to himself or to his employer. He is simply a fanatic weakling, morbid with perverted conscientiousness.

The boy who serves his own interest at the expense of his employer is dishonest to himself, as well as to the one he works for.

The boy most faithful to his employer is he who joins his employer's interest to his self-interest in faithful partnership.

While working for his employer the boy is working for himself; while working for himself he is working for his employer. There is no other proper way for the propagation of intelligent faithfulness. This boy is

not on time because he is told to be on time, but is on time because it is best to be on time. He is as faithful behind his employer's back as he is before his face, because his duty to his employer, and his duty to himself, demand it.

The boy of success does his best, whether underpaid, well paid, or overpaid. He is faithful to himself in all things, and faithfulness to himself is impossible without faithfulness to his employer. He is working for himself, and the harder he works for his employer the more he works for himself. This boy has self-respect. He is jealous of his rights, but he is not a faultfinder, nor is he often contesting the rules of business discipline. Because he is working for himself, he is willing to work overtime, his health permitting. Because he is working for himself, he attempts to make himself of value to his employer, fully realizing that the more he is worth to his employer, the more he is worth to himself.

The boy who is not working for himself is worth little to his employer, is faultfinding, dissatisfied, and irresponsible, and is trying to see how little he can do, is afraid of doing too much, and is a member of the great army of failures.

Nobody can do anything for himself worth doing without doing for others, nor can any one profitably do for others without doing for himself. This holds good in business and out of it. The philanthropist exchanges his labor or his money for righteous satisfaction, and as he gives, he receives more than equivalents in imperishable drafts, eternally unoutlawable.

In Business for Himself

"Mine to Command"

EVERY one who works is in business for himself, or is somebody's employee. Thousands of men in business for themselves do not receive as much as men on average salaries, and the reverse is also true; yet the man in business for himself has, or should have, better prospects than the man on a salary, and substantially all wealthy men are in business for themselves.

The advantage of working on salary is largely in the lesser worry and lesser responsibility.

The salaried man, so long as he is employed by an established house and retains his health, is reasonably sure of being a permanency, and of knowing about what to expect year by year. He is a fixture, and rests in his security.

The man in business for himself seldom has a definitely settled income. He makes something or much one year, little or nothing the next year, and perhaps runs behind the third year. His income varies with trade conditions; but his prospects are better, he has more to work for, and he enjoys greater satisfaction than can the salary-receiver or wage-earner.

Comparatively few begin in business for themselves. Almost every one starts as a wage-receiver, then becomes salaried, and either remains there, or enters business for himself.

Many a man is entirely incapable of assuming responsibility. He is a success as the led, but not as the leader. He lacks the courage or willingness to assume responsibility and the ability of handling others. He was born for a salaried man, and a salaried man he had better remain. If he goes into

business for himself, the chances are that he will fail, or live close to impending disaster.

The boy of capacity, of energy, of aggressiveness, of concentration, of application, of ambition, should enter business with the idea of going into business for himself when he has had the necessary experience and the right opportunity arrives. This sort of boy seldom remains on a salary. The highest rank of employee does not satisfy him. He will command, and he either becomes a manager or a proprietor.

The successful salaried man may or may not be a good financier. The successful man in business for himself has to be a good financier. Unless one has the capacity of financiering he has no business to be in business for himself.

In business for one's self generally requires considerable capital, and it is becoming more and more difficult to properly start and maintain an independent concern.

Lack of capital, as well as lack of business capacity, is a rock that many a business is wrecked upon. Sufficient capital appears to be of vital consequence. Lack of sufficient capital, even with enormous capacity and ability, may not be able to successfully meet competition.

The time to start in business for himself is when one is ready, sufficiently equipped with experience and capital, or with proper backing in lieu of capital.

Borrowed capital may and may not be advisable. Authorities differ. Many a successful business has failed because of borrowed money, and many a great financier owes his start to what he borrowed.

There is so great a risk about borrowing, that one cannot well frame general rules for its action. Circumstances, almost always special in each case, must govern. But when in doubt, don't borrow.

The young man of experience and ability, well trained, and with a sound business head, has three avenues open to him. First, to make himself so in-

dispensable that the firm he is with will be anxious to give him either a commanding position or to assist him in obtaining an interest in the ownership; second, the making of a connection with some man of money, who is willing to pit his cash against the young man's experience; third, the conservative borrowing of capital.

How the borrowed money is obtained is of as much importance as the money itself. The lender is a factor of consequence, and virtually a partner in the enterprise. If he is a Shylock, he is not safe to deal with. If he is incompetent to lend, he may be dangerous, for he is likely to make it too easy for the young man to borrow.

Every young man, unless he is convinced that he is incapacitated for proprietorship, should look forward to being in business for himself; but he should not make this move until he can show evidence, to himself and to others, that he is fitted to go alone, or with partners, when the opportune moment arrives.

Thousands of young men, fitted to go into business for themselves, have lost their opportunities by waiting too long; and a portion of the failures are undoubtedly due to the premature entering of business for one's self.

Success is the culmination of one's "bests." If he is best fitted to financially go alone, well and good. If he is not sure of himself, and discriminating others are not reasonably certain of his managerial capability, then he probably is not competent to go into business for himself.

The top isn't crowded; but the way to the top is one great hurdle race of difficulty — rough and rugged, strewn with the bones of failure and the wrecks of disappointed ambition and consuming avarice.

Are you equipped for the journey? If so, push on. If not, pause, and better qualify yourself.

Wait, but do not wait too long. Start, but do not start until you know that you are ready.

Employer and Employee

"As he was commanded, so may he command"

THE leader must know more than the led. The best army, uncommanded, has the weakness of the mob. The generals of history and of the present, headlessly massed together, would stampede at sight of the enemy.

The discipline of business demands commanders. The leader of success is not a driver of slaves. He rules by discipline; yet his dictates are neither hard nor cruel.

Business would be unprofitable, unruly, disconnected, unmaintainable, and could not be successfully maneuvred, if the employee did not recognize, within working hours, his employer as his superior; and, as business is now conducted, it appears to be necessary for the employer to consider the employee, for the time being, as a member of the ranks.

Commercially, the employer is better than the employee, until the employee becomes an employer. The employer and the employee of necessity occupy different positions, — the one the disciplinarian, the other the subject of discipline.

No decent man or boy objects to discipline, nor will he ever receive in an improper spirit any legitimate order.

The management of successful business, robbed of the pomp and showiness of military life, requires the same general practice of discipline, — one in command and another under command, — one, in a sense, superior to the other.

The employer may occupy a lower social position than does the employee, and in the grand wind-up of human affairs may sit behind his help in the arena of justice; but in business the employer is at the head

of his house, and the employee, during business hours, must consider his employer his superior officer, and give him the commercial respect his commercial position commands.

No man or boy ever successfully directed anything who had not been as successfully directed. The commander always springs from the ranks of the commanded.

The boy who cannot be ordered will never rise to order others. The boy who is restless under discipline is never likely to get out of the ranks. The boy who is constantly finding fault with the office rules and other regulations essential to the conduct of business will probably never attain more than subordinate position. The boy who objects to the reasonable rules of school is likely to rebel against the more strenuous laws of business and will not succeed until he learns that obedience is one of the essentials of progress.

During the hours of business the employee must obey the employer, or leave his employ; and so long as the employer remains the employer, he is entitled to willing and faithful service from the employee. Commercially speaking, he knows more than the employee, and the employee must consider him, for the time being at least, his superior, or resign.

Unwilling and frictionable service is never the best service, and the out-of-place employee can have no respect for himself if he allows himself to remain, unless continuance be unavoidable.

Success never presented itself to an undisciplined man. Discipline and obedience are essential to the management of everything, — the first and necessary lessons to be taught the boy, — at home, at school, and in the great institution of business.

Parents

"The oldest and wisest were born young"

BECAUSE parents are older than their children, and because they have the knowledge and experience which only years can give, they are by Nature and by law delegated to support and develop their offspring.

Presumably for the good of the child, human law has vested in the parents eminent domain rights, which the parents, subject only to governmental and social regulation, may exercise at will.

It is, unfortunately, a fact that a proportion of parents — perhaps larger than some think and perhaps smaller than others estimate — are neither fitted to master themselves nor to master their children, and are totally incapacitated to have the charge of anything, be it beast or boy. Our present grade of civilization has not yet been able to regulate and control these irresponsible people, nor to prevent them from executing the rights of parentage.

Parents who cannot govern themselves certainly should not be allowed to control their offspring.

Parents who cannot command the respect of the community are not likely to receive the respect of their children, and they have no right to it, either.

The child may obey this sort of parents, but he will never honor them.

Parents have as much duty to their children as their children have to them, — yes, more duty, because age increases responsibility.

Bad boys spring from good homes, and good boys come from bad homes; but the majority of bad boys were raised in bad homes, and the majority of good boys were bred in good homes.

The child is under the influence of his home. If the influence is good, he is more likely to be good; and if the influence is bad, he is very apt to be bad.

Parents are much more responsible to the child than the child is responsible to them. The law of the present and that of the hereafter has so ruled it, and will hold them accountable.

Wise parents seldom arbitrarily exercise the right of might. They do not want to, and they do not have to. They rule by suggestion, advice, interest, and love. Their children are their companions, — co-workers with them, and the interest is mutual. Each child is a junior partner in the house-of-home, and his rights are respected. Discipline is practised, and it must be; but it is accompanied by fairness and good-will.

In the management of boys, the hand of sensible love and practical co-operation is worth a thousand rods.

The wiser the parents, the broader and greater in every virtue, the more anxious are they to add to their attainments the knowledge of others. They do not allow their own judgment, unassisted by that of others, the right of arbitrary execution. To what they know they add what others know, advising and training their boy, not along the lines of personal conceit, but along the great, broad avenues of composite intelligence and collective experience.

Parents who suit themselves in training their boys, disregarding the experience and knowledge of others, who rule by might and not by right, are fools, brutes, and criminals, and civilization will sometime deny this kind of being the right of propagating the species.

No one mind, no one isolated judgment, whether it be parental or not, has, in itself alone, the right to command or even to advise.

The composite parent is safe to follow. Parents who appreciate their responsibility govern neither by conceit nor self-willedness. They rule by the exercise of the broadest knowledge and experience obtainable.

What they think is right, is never right to them, unless it is supported by intelligent backing. What they think is wrong, is not wrong to them, unless it is considered wrong by intelligent others. Their boy is not their slave. He is their associate. They go out into the broad world of experience, and from that world they gather all the knowledge they can receive and hold. This knowledge they bring home, that they may intelligently adapt it to the wants of their boy. They are parents in the best sense, — parents of knowledge, of judgment, of discrimination, and of experience, the kind of parents to raise boys worth having, the kind of parents who help the rising generation to push progress.

It would be a grand, good thing for the boys, if their parents would take a course at home in the same subjects their boys are studying, becoming fellow-students with their boys, that they may help their boys with the encouragement of familiarity.

The school, no matter how good it is, is only a part of the boy's education. The home, no matter how perfect it may be, is but another part. Parents, be they the best or the worst, are but one of the agencies in the building of boyhood into manhood; but their influence is of vital consequence. This responsibility they must realize so well and so thoroughly that they can afford to forget — except when necessity demands — the legal rights of parentage, and guide their boys by the profitable and discriminating method of intelligent love and intimate interest.

Is the boy going wrong?

Parents, find the fault, the whole fault, and the source of it. Look for it unceasingly. Do not look all in one place. Hunt everywhere; in the boy's room, and beyond. Search your own closets, dig deeply into your own selves; you, as well as the boy, may deserve the whip of correction.

There ought to be as many schools teaching parents

how to be parents as there are institutions of music, or of other common attainment.

How many parents learn by experience, at their children's expense! Many a first child has been injured, for the benefit of those who come after him. Civilization should remedy this, and parents should have the opportunity of learning the duties of parentage before they assume parental responsibility.

Clubs for mothers should be supplemented by clubs for fathers.

Before the child arrives, as well as afterwards, the parents should be proficient in the art of child-training.

No one ought to be married, or to contemplate marriage, who is unproficient in the raising and management of children, or cannot learn, or will not learn, how to properly bring up a child.

Until the last child has reached his majority the parents should continue to study child-management.

New educational avenues are constantly opening. Schools or institutions of many kinds are being established with almost mushroom rapidity. There is a school or academy for every essential, and for every branch of them, save the proper means of teaching parents how to be parents.

One can easily learn almost anything else, whether it be necessary or otherwise, and it is high time, and past high time, that a thorough training for parenthood should become universal.

How to make the home, and keep the home, are of vastly more consequence than how to paint, to sing, or to read and write the classics.

In exercising our "populars," our "fads," our polite dissipations, and our luxuriant past-times, our leaders have inexcusably forgotten the "vitals of humandom."

Systematic and experienced teaching of parentage is essential to civilization.

Nature's best boy will not be born until there are parents fit for his arrival.

The boy's first school is in his home, and there is as much necessity for a school of home-making as there is for a school for the making of teachers or for any other kind of education.

If "the strength of the nation is in the homes of its people," civilization should teach the people how to take care of their homes; and the government should carefully guard its well-spring of strength.

Incompetent, foolish, lazy, indifferent parents are the boy's accessories in failure.

Many parents need training as much as does the boy they presume to regulate.

They who have not been developed, be they parents or not, have no right to play the role of developer.

Parents, for the good of your boys, look to yourselves first, to your children afterward. Be what you ought to be, before trying to make anybody else what he should be.

Learn to direct, before you take the responsibility of directorship.

At Home or Away

"The safety of familiarity"

CAUTION says, "Stay where you are." Speculation orders a change. Progression attempts to reduce chance to the minimum and to handle caution with judgment.

Many a boy would have been a greater success had he started his business career in an environment where conditions were different from those surrounding his boyhood; and many a boy would have been far more successful had he remained in the place of his birth or of his childhood, instead of attempting to meet unfamiliar and heavy competition away from home.

Shall the boy remain at home, or strike out away from home? There is no infallible gauge of answer. Does the boy want to begin his business life away from home? If he does, and gives substantial reason for his choice, he may stand a better chance of success away from home than at home; but ninety per cent. of the boys who desire to leave home have no definite purpose in view. They are infatuated with the highly colored pictures of city life, and imagine that where there is so much business there must be more chance for business. They judge superficially, without knowledge in the premises. They do not realize that where there is much business there is often more competition and frequently many more applicants than there are positions.

The boy of marked ability needs a field of size for his development, and, if his home-town is small and unprogressive, he must of necessity leave home to enter the broad arena of ceaseless turmoil.

If the bright boy lives in a good-sized country center, where there is considerable business, he had better

hesitate long before deciding to leave home for the metropolis.

A progressive country town offers better opportunity to rise, proportionately, than does the large city, and there is proportionately less work to be had in a great city than in a country center. Every large city is overcrowded with work-seekers and applicants for every conceivable position. Unless one be close to poverty, it costs from twice to a dozen times more to maintain a position in a great city than in the country.

In the metropolis money is reckoned more than the man; in the smaller places man is considered as well as his money. The greatest lawyer in a great city may be greater than the greatest country lawyer, but the leading lawyer of a country center is more famous, even in the metropolis, than is his metropolitan equal in ability. Only extraordinary capacity or vast wealth counts in the great city. The leading man in a country center is often better known in the nearest great city than ninety-nine per cent. of the city's inhabitants.

City life crushes, and only a few can stand the pressure and live to reach the top. Country prominence is easier to obtain and to maintain.

If there be fair opportunity at home, the country boy had better remain in his home-town and work the material at hand to the full of his and its capacity. Altogether too many boys leave good prospects at home to take the chance of securing better openings away from home. There is much more certainty and permanency in a country town position than there is in a great city office.

What is there at home for the boy? Search the home-town first, and do not forsake it unless it refuses to give fair opportunity. If the home-town has nothing fit for the boy to do, the boy must leave it; but if the home-town is progressive, and there is room for progress, he had better not consider going from it until he has weighed every home opportunity and compared its

weight, item by item, with the apparent worth of great city offers. The metropolis has more to give in the aggregate, but there are more to receive it.

One should not be afraid of competition, but he should not court it. Opposition often steels one to better things, but there is no virtue in "kicking against the pricks" when one can get along without doing so. Life is hard enough, and success-winning difficult enough, under the most favorable auspices, for any one to reach for opposition and competition.

The country boy had better remain in the country, if he can find something worth doing. The city is the place for him only if he possesses marked available ability, or is of necessity obliged to go to it. The successful inhabitant of the country center, or of the country town of respectable size, is far better off than ninety-nine and nine-tenths per cent. of great city successes. He is nearer Nature, has more friends, is better recognized, and is in every way more substantially successful than his great city brother.

The metropolis offers very little which the country center does not have, and the country center, proportionately considered, has much more to offer the boy than any crowded, rushing metropolis can have.

Shall the great city boy, who knows little of country life, save he has seen it on vacations, leave the city and begin his career in some country center? Yes; if he wants to, with reason. The chances are that his city-made experience, as soon as it becomes naturalized to country conditions, will lead him to success more quickly than if he remained in the city, and his country-life success is likely to be more permanent and satisfying, though in volume, perhaps, not so large. If the city boy wants to go into the country, and his desire is not a whim, but a settled preference based upon reason, he had better go into the country. But if the city-bred boy wants to remain in the city, and would be uncomfortable out of its crowded streets, he would certainly

have a hard time of it in the country. The city is probably his natural field of labor, and he had better remain there.

The boy of strong character, and of more than ordinary ability, will succeed in the great city, in the country, anywhere. Probably he can more easily reach the pinnacle of his capacity in a progressive country town.

The boy's inclination and presumable ability should do much toward settling the question of where he shall begin his livelihood-making.

The city-bred boy may take some chances in casting his lot in the country, but the country-bred boy takes greater chances in leaving his known home-town for the unknown metropolis.

The country boy almost invariably underestimates the opportunities of his home-town, and overestimates the benefits of the city. The city-bred boy seldom recognizes the advantages presented by the country center.

Perhaps the best advice to give is:

Stay where you are, if you have fair opportunity; move from where you are, if there is little opportunity; give where you are the preference; about you there is often more than you realize.

The jump from the great city to the country, or from the country to the great city, is a leap of tremendous consequence. The people of one know little of the other.

One cannot help being familiar with the things about him, with conditions he has lived in, and he had better use that knowledge, if there be a fair opportunity of profitably harvesting it.

The genius will succeed in any field. If his field does not suit him, he will make a field of his own.

The ordinary boy is far more dependent upon environment.

Radical changes are risky.

If one is not reasonably sure, he better not move, but stay where he is until he is certain that there is a better

place, and a better one for HIM. Because somewhere else is a better place for somebody else is no reason why it is a better place for him.

The boy must fit the place; the place cannot be fitted to the boy.

Because one boy succeeds away from home is not necessarily a reason why another boy will do as well.

Let the boy make the most of what he has, of where he is, and if that falls short, or is likely to fall short, of his capacity, then he has a right to consider a change of location.

When in doubt, he had better stay where he is.

If he had better go away, there will not likely appear to be much of any doubt about it. Things will so clearly point to the advisability of a change, that he and his parents and sensible friends will feel reasonably sure of the better course to take.

"My town first; the world afterwards," is a motto of permanency.

Seek fortune at home, if there be prospect of finding it; don't enter strange fields until the home-land has been well tilled, planted, and harvested.

Give the home-town the preference, and give it a chance.

Money

"Is it yours, or are you its?"

SOMEBODY, long, long ago, paraphrased a Scriptural text, that it might read, "With all thy gettings, get money;" and this dangerous advice has been handed down through the ages as a motto of questionable success and as an epitaph of stifled conscience.

The deep-thinking and optimistic minds of the present, from out their glowing eyes, look up the pathway of life's evolution into a moneyless civilization, where there will be a better medium of exchange than lifeless gold and perishable paper.

There seems to be good evidence that every crime mentioned in the Bible, with the exception of the fall of Adam and a few others, was due, directly or indirectly, to an undue love of money; and the records of our courts certainly furnish unimpeachable proof that money is the prime mover or the accessory cause of substantially all modern crime.

For money, man mutilates his body and sells his soul. For the sake of money, the father robs his son and the son murders his father. For the sake of money, people are ground into the unfertile earth; and, armed with the power of money, privileged men become owners of government, controllers of business, and keepers of human lives.

Every man with brains enough to solve a common problem believes, — yes, knows and feels, — that on the great evolutionary track of life right must win, and that the justice of the to-be-civilized man, with the justice of the always-completely-civilized God, will eventually establish a law of righteousness, of fairness, of equity, and of love; and that this condition can never be

reached nor maintained without the full development of the good and the complete annihilation of the bad. Then before the jointly-sitting Bar of the Justice of God and the Justice of Man will the evil of money be sentenced to receive its punishment. But to-day, and probably for many years to come, modern money, with its goodness and its badness, will remain a necessary element, and therefore must be considered as a part of present living and business. Until civilization advances many steps, business, as it is now conducted, will have to be tolerated and maintained, and our present form of money will remain the medium of exchange.

A proportion of the people have always measured success, and for a long time will continue to measure it, by the number of dollars held by the individual. No one will deny that for the present, money, in large or small quantities, is a part of and accompanies modern success.

It is a fact that comparatively few successful men are penniless. Few great men are over-rich, for the truly great man is not likely to give the major part of his time to the accumulation of money, and if riches have been forced upon him, he almost always keeps himself from being too wealthy by properly distributing his money.

With the faculty of accomplishing anything, from inventing to preaching, from clerking to manufacturing, there is generally sufficient earning capacity to bring in enough money for a comfortable living. Nearly every man of fair-sized attainment receives sufficient income to maintain him. Comparatively few men of ability are unable to earn their living.

While the god of money rewards shrewdness, whether it be honest or questionable, much more munificently than he does intrinsic worth, he seldom refuses to deliver the bread of necessity, if not the butter of comfort, to the possessor of high attainment.

The rich man who possesses nothing but money,

whether or not he has obtained it by questionable methods, is not considered a success by any one of consequence. With all his over-wealth he has no real friends, and few friends of any kind. He may be aped and flattered, but he is never loved or respected. His alleged friends are merely hangers-on, flatterers, borrowers, tricksters, and beats, or financial co-operators who would as willingly rob him as they would help him to rob others. When this man of money dies the papers give him stingy mention, and the world forgets him even before the grass sprouts over his tearless grave. His henchmen are sorry he is dead because they can use him no longer. His financial associates are relieved because his departure has given them more room for operation. The grief of his relatives is but clothes-deep. This man represents one grade of success, — the lower grade, the grade that receives no respect on earth and has no standing in the world to come.

The successful man of the higher grade is he who accomplishes something, whether it be in money-earning or in anything else, for the mutual benefit of himself and others. This man is rich, whether he be worth dollars or millions of dollars. This man is rich, whether he be a shoemaker or a railroad president. This man is rich, whether he be a clerk or a preacher. This man is rich because he is working up to the limit of his highest capacity and is doing his best.

The man of only money is the slave of money. He has no individuality save as the taker, keeper, and spender of cash. He is but a financial raker, a human storehouse of perishable product, a success of the lowest grade. He has made of himself the kind of success which he would be ashamed of if he had one-half the brains necessary for semi-enlightenment.

The accumulation of money, unless this accumulation be for a proper purpose and to be rightly distributed, is as foolish and wrong as the accumulation of land to be held in wasteful idleness.

The good of anything is in its distribution and in the profitable use of it. A locked-up Bible is as worthless as unmined iron.

The man who gains money, and holds it, or distributes it within his own circle, that it may all come back to him, is of the criminal grade of success, a menace to society and a felon before any bar of decency or any bench of justice. This man has for his pains only the gratification of his own isolated selfishness. He is neither beloved nor respected; he is disliked and hated; he has no friends on earth; he must strain the mercy of the hereafter to get it. He is not a success.

The successful man, with money or without it, is the man who has accomplished the most good for others, himself included; who has done the most to make others and himself better; who has looked upon money as a necessary means to an end; who has acquired as much of it as seems essential to mutual advancement. This man is a success, whether he have much or little money, whether he be a lawyer or a blacksmith, a banker or a carpenter, master of a thousand men or one of a thousand workers. This man has friends who love him, not for his money; who respect him, not for his bank account; — friends who firmly grasp his hand in life and who shed over his grave the tears of genuine sorrow. Within the fences of his field he has done his best. The world will never forget him, and when he leaves it, the place he once occupied may never be filled as he filled it. He is one of the threads in the billion-wired cable of success, which does its full share in standing the strain of life; and as it has helped others, so is it assisted. This man is not, and could not be, a failure. He is, and has to be, a success. The collateral which he has deposited in the Bank of Earth is payable without discount in the Treasury of Heaven. The seed of his earthly sowing forever harvests in the perpetual fertility of eternity.

Little Things

"All things are great"

BECAUSE some of our greatest men appear to ignore little things, and seem to feel that little things are of little consequence, many unthinking people, and even those of a fair amount of thought-activity, have refused to acknowledge, or do not always comprehend, the importance of little things.

It is true that the majority of our great inventors, scientists, discoverers, men of learning, and geniuses of every class seem to lack as much in one direction as they possess in another. The rank and file of great men are stronger in one thing than they are in others, and most learned men are as ignorant in one way as they are proficient in another.

Stories, humorous and sometimes pathetic, are told of the eccentricities and mistakes of geniuses. The discoverer of a new planet, who is mathematically correct in his field of learning, may leave his house in a snow-storm, hatless and coatless; and the linguist of a dozen tongues may find it difficult to verify the figures of his grocer's bill.

Great men are often great fools. The foolishness of the great man does not make him great, but his very greatness may help to make him a fool in some things.

The measure of commerce and the measure of brains are limited. Man can hold just so much. Crowd more than his capacity into him, and he either spills or bursts. If he knows much about one thing, he must know less about another. Still, the great man, who may be hunting for his spectacles when they are on his head, who may forget to buckle half the harness, who may shovel coal with the snow-shovel and snow with the coal-shovel, does not ignore the little things within

the scope of his work. Where his heart is, and where the whole interest of his brain is centered, nothing is small, and everything, be it little or big, is of importance. If he be a mathematician, he gives the same care to the fractions on the right of the decimal point as to units on the left of it. If he mixes the most precious chemical with the cheapest, he weighs the cheap substance as carefully as he does the valuable one. He may forget to put on his coat in winter, or to take it off in summer, but he always remembers to put the right-sized cork into the right-sized bottle holding the mixture of his experiment. He may carry his cane when it rains and his umbrella when it is pleasant, but his telescope never gets wet. He may get soaked and not know it, but with his body he would keep the dampness from his instrument.

The master of great things is the master of little things. To him there is nothing great or small, for all things are great. He is a success in one direction, and of that he knows as much as his brain can hold; in all else he may be any degree of fool. Put what he knows on one side of the scale and what he does not know on the other. If the proficiency side goes down, he is a success; if the lacking side is heavier, he approaches a failure.

By attention to little things, by the closest analysis of the smallest items, by the most careful scrutiny of every detail, has been built every success in the unabridged catalogue of accomplishment.

The man or boy who is careless in little things is successful at nothing.

Success never ignores little things. Success demands constant attention and mastery of little things. Success will allow one to be inconstant with the things not of his field, if he never forgets the little things within the province of his labor.

Inattention to little things has eaten the life out of our greatest structures.

Vacillation

"Beware of strange pastures"

STAY where you are, unless there be good reason for moving, is one of the laws of business and of success. The vacillating man or boy never permanently succeeds, and meets with only transient profit. He lives from hand to mouth, without location or reputation, — a sort of irresponsible will-o'-the-wisp, full to-day and empty to-morrow.

Only the fool stays where he is, if his present location be unprofitable or dangerous. Persistence in evil, or stubbornness to remain where one is, are unproductive of success. Judgment always has the right of way. Most failures, however, are more traceable to unjustifiable vacillation than to wilful stubbornness.

The failure of geniuses is almost invariably due to lack of finish. The genius starts right, and for a while properly persists in his work, but he often does not finish, and the result of his work, for lack of finish, may be worthless.

Permanency is a great law of Nature, of business, of accomplishment. It applies to every station and to every stratum of human life.

Generally speaking — except, of course, with reasonable exceptions — it is better for the boy to finish every school he enters, to get all that the school can give him, before entering a higher or a different institution. Educational changes may be as disastrous and as expensive as home or business moving. Occasionally a bright boy jumps a grade and graduates or enters another school ahead of his classmates, but this is not unfinishing any school. If he can do in less years what others take more years to do, well and good, — provided he does not injure his health by too rapid progress.

Trying one school and then another, taking up one form of study and discarding it for another, means loss of time, loss of energy, and loss of future prospects. If the boy overcomes this vacillation he does so at an expense which would much better have been saved.

The same principle applies to business. The boy who constantly changes his position will probably never become a permanent success.

When a boy starts wrong, and is sure of it, a change must be made; but a change is not justifiable unless there is good evidence that the present position is not adapted to the boy's capacity. If the boy's desire to change is a whim, or temporary irritation, or mere dislike founded upon transient dissatisfaction, it is unworthy of consideration.

Some, and perhaps fully one-half, of the boys starting at work, quickly become dissatisfied and imagine that they are unfitted, either for the vocation they have chosen or for the place they occupy. Being unfamiliar with business, they place the blame upon the kind of business and upon their positions, and do not realize that business is always hard and that any other position in any other business might be as unsatisfactory.

On general principles, the boy stands a better chance of success by remaining in the place where he starts. Each year he should be more valuable to himself and to his employer, and he should long hesitate before taking the risk of a change. When he becomes a man, and is full of experience, he may consider selling that ability and experience to the highest bidder, all things being equal; but even then it is well to give the preference to the place one is in, for there may be greater opportunity there than elsewhere. The boy, however, should never change unless he and his parents, if they are competent, and his friends of judgment, feel reasonably certain that a move is both necessary and advisable.

Odd Times

"Each moment has a profitable place"

THE man of success, and the boy of prospective success, to a large extent, or to some extent at least, appreciate the vital value of odd times. Many have risen from the ranks to command responsibility by the proper use of odd hours, odd half-hours, and odd moments.

No matter how busy one may be in business or in school, there are moments for which nothing seems to have been allotted. These moments must either be wasted or used.

No one should work or study all the time, or play all the time.

Success in school, as well as success in business, depends upon the proper balance of work, play, and rest.

There is no excuse for any kind of waste, either of time or material.

The boy of success is always busy — busy studying, busy working, busy playing, busy resting. All his odd moments are filled. He makes every moment count. Every moment stands for something. Every moment is either accomplishing something or is making him better able to do something.

Resting is not loafing. Play is just as necessary as work.

There is time enough in every day to accomplish the proper work of that day. The day is seldom too short to the man of success or to the boy of promise, for both of them use every minute in the twenty-four hours. When they work, they work; when they play, they play; when they rest, they rest. Every odd minute has its place in the economy of their accomplishment.

Successful folks never loaf; they never waste a moment. Whatever they do, whether it be work or play, they do deliberately and with all their might. When they rest, they rest intelligently. They use every odd moment for something, and often their odd moments are as profitable as their regular working hours.

The odd moment is the moment of relaxation, ruled by the free rein of inclination and not by the whip of necessity. It entirely belongs to one's self. It is property unencumbered by specific responsibility, for one to use as he will. Consequently, he is freer in it, and can work or play better in it, and in it often accomplishes more than when under the strain of working time.

The salary-receiver, the wage-earner, and the boy at school are under command, and are not their own masters during the regular hours of work; but all are fortunately in charge of their odd moments, and what they do in them counts mightily in result. If they waste them, they lose much more than they appreciate; if they use them conscientiously, intelligently, and constantly, never wasting them, they are sure to accomplish what without their proper use is impossible.

The odd moment is the moment of profit to folks of success.

Honesty

"No profitable policy antagonizes honesty"

HONESTY is the first law of success. Honesty is the first requisite for any kind of permanency. Honesty is necessary to the upbuilding and maintenance of every kind of honorable business.

Dishonesty pays, if the doer does not get caught; but he almost always gets caught. There are comparatively few men who are shrewd enough or great enough to continuously practice dishonesty with success, and most men sufficiently great and strong to succeed dishonestly are too good or too wise not to succeed honestly.

Dishonesty in everything, from business up and down, frequently brings transient profit, but it seldom wins in the long run, and never really succeeds in the end. It is true that many a great business enterprise has been built up and maintained by dishonest practices, and this apparent success gives color to the opinion that honesty is not an essential of profitable business; but the business which is founded upon dishonesty is not a success from any standpoint of respectability.

Money has been made, and can be made, dishonestly. Strict honesty and integrity are not always essential to the mere accumulation of wealth; but obtaining money alone is not success, and the man who gets his money dishonestly neither respects himself nor is respected. He lives in luxury; and he pays, with his honor and his soul, an exorbitant price for what he possesses, but does not really enjoy.

Honesty is a fundamental factor of success. Outrage it, and sooner or later it will retaliate.

Go back to twenty-five years ago, and take note of the business signs of prosperity. Go through the same

streets to-day, and again read the signs of business. Few, very few, indeed, mark the continued success of schemers, boomers, liars, and mercantile thieves, who made money quickly and died sorry for it. The signs of the honest houses remain intact. Watch the lives of the dishonest firms, and see them fade and fall. Dishonesty may pay a quicker dividend than will honesty, but the aggregate of honesty's receipts is many times larger than the profits of dishonesty and dishonor.

Honesty may not be the best policy for the man who cares only for worldly wealth, who never allows his conscience to influence or trouble him; but he is not a success, save as an unsatisfied money-getter. He has sold himself altogether too cheaply. For more money than he can use, he has exchanged honor and all that is good in the construction of manhood. He is unhappy, although he may think that he is enjoying life. He is a failure — a pitiable failure. He is friendless, homeless, worthless to himself, a disgusted product of degeneration. Boys, if you would be like him, willing to sacrifice all the real good the world can give and the prospect of an eternal future, then you may cross honesty from the lexicon of your endeavor and accept lifeless money in lieu of everything worth having; but if you do this, in this world, as well as in the next, you pay a terrible penalty. You will never be happy. Dissipation of every kind must be used to still your conscience. You will live artificially, never breathe the pure air of natural contentment, and you will die leaving no home behind you, with none before you.

Mere money-making and honesty are incompatible. Success in making money may not require honesty, but success of the permanent kind — of the kind worth having — has never been made, and never will be made, dishonestly. The thief can make money, but he is not a success. The gambler can obtain money, but he is not a success, even in his own estimation. The only real success is the success of honesty.

The character of the man begins in boyhood and is formed in youth. The boy of honor is almost always the man of honor. The boy who cheats in school, who lies to his playmates, is very likely to grow into a man of dishonesty and to be a failure, whether he has money or not.

The little vices of youth grow into the big vices of manhood. It is far easier to train the boy to be honest than it is to lift the man from dishonesty to honesty.

The school and the home give but a small fraction of the time and attention they should give to the teaching of honor and integrity. Cheating at recitation or at examination often marks the beginning of a complete downfall. Dishonest practice in business is not far different from dishonest action in school life. The boy does not materially change when he jumps from the schoolroom into the office.

Honesty and integrity should be taught without any attempt at misrepresentation. Expediency is often but a form of misrepresentation. Many a parent and teacher, who know from experience that dishonesty often leads to quicker financial success, teach that dishonesty never pays, even in a transient way. The boy, with this belief instilled into him, goes out into the world and finds that dishonesty apparently pays, that men of dishonest method seem to succeed, and at one blow he severs the teachings of his boyhood, believes that what was taught him — the true and the untrue — is a lie, and learns the lesson of his life from the dishonest practices of the world.

Tell the boy the truth. He will find it out sooner or later. It were better that he find it out sooner than later. Paint the picture of life with the brush of fact. Let him see the wages of dishonesty and the rewards of honesty. Tell him frankly what dishonesty will probably do for him, and tell him as frankly what honesty will probably do for him. Surround him with the whole truth. Let him choose with his eyes open, after

he knows it all. The boy who knows what evil is, as well as what good is, is many times better fortified against evil than is the boy who has been kept from the sight of evil and allowed to see only the good side of life.

The dishonest man, if he has any conscience — and if he hasn't a conscience he is not a man — is never happy with the fulness of natural happiness. He is but a slave of artificial enjoyment, feeding on artificial stimulants. He is not a success, whether he be rich or poor. Dishonor and dishonesty may seem to give him every pleasure. As a beast, and not as a man, he may enjoy the intoxication of money, but the manhood in him is never happy.

Honesty and honor, with material gain or without it, always pay.

Boys, you are on the threshold of manhood. It is for you to choose honesty and honor, with the happiness that never dies; or dishonesty and dishonor, with the artificial pleasures which your manhood can never enjoy and which may fade before the rising of to-morrow's sun.

Boys, for the sake of civilized progress, for the sake of happiness, be honest; begin to be honest now, if you are not honest already. Let integrity be your guiding star from to-day and forevermore. As you are as boys, so will you probably be as men. To-day, not to-morrow, you form your character. To-morrow is built upon to-day.

Honesty gives every pleasure and every element of success worth having. Dishonesty may make a more material show, may seem more heavily laden with profit, but the substance of dishonesty, whether it bring to its possessor a mountain of gold or a monument of fame, is as shallow as the rain-made pool, which has neither length, nor breadth, nor depth enough to carry it through a season of drought.

Dishonesty never pays.

Self-Respect and Self-Conceit

"Get the better; master the worse"

SELF-CONCEIT and self-respect are frequently found together. The self-conceited man or boy is seldom devoid of self-respect. Pure and simple self-respect untainted with self-conceit is not often present nowadays. Self-conceit unmixed with self-respect is worthless and dangerous, but self-conceit properly mastered is one of the constituents of success.

Comparatively few people properly estimate themselves. The modest man or boy is often too modest; and the self-respecting one frequently considers himself in one direction better than he really is, and in another not as good as he probably is.

The properly balanced man does not live. If he did live, his equipoise would keep him at a standstill.

Comparatively few people receive more respect than they have for themselves. The world often reckons a man as he reckons himself, and is not likely to give him credit for more than he himself assumes to possess.

Fifty per cent. of expressed modesty is not true modesty. Most men will say of themselves what they would not allow any one else to say of them. The genuinely modest man is often too retiring and lacks the necessary self-respect or self-conceit and aggression. By striving never to over-estimate his capacity, he often does not give himself his proper due.

Modesty is a virtue, the proper balance of it an extraordinary blessing; and the man of self-respect, even though a part of his self-respect is self-conceit, is more likely to succeed than is the man of simple, pure modesty.

Self-conceit by itself effectively wards off success.

No self-conceited man or boy, with self-conceit his

only possession, ever won any race, except that in his own estimation, and he is a perpetual failure.

Self-respect is essential to success. Adulterate it with a reasonable amount of self-conceit, and it may not lose any of its effectiveness.

Self-confidence and self-conceit are often closely related.

Ability, experience, and faithfulness are three of the stones of success-building. The next stone is self-confidence or self-respect, which enables a man to effectively use what he has.

Self-conceit, if not too abundant, may revivify self-respect, so to speak, and exhilarate it into stronger action.

The self-respecting boy, with or without self-conceit, is pretty sure to become a success.

The over-modest boy, the one who is constitutionally and continuously retiring, who seldom exerts himself and infrequently pushes himself into anything, is likely to be a failure unless he be aroused.

Self-conceit, except in its dangerous purity, is not necessarily objectionable. It may be the outward appearance of self-respect — the overflow of intense natural capacity.

The self-conceited boy should certainly not be encouraged in his self-conceit; but if his conceit has something back of it, the unprofitable part of it can be merged into self-respect; while an attempt to force this conceit out of the boy may do more harm than good.

Few of us, perhaps none of us, are without self-conceit. It may be that success is impossible without it. At any rate, it almost invariably accompanies success.

It has been said that an unconceited man of ability never lived.

Self-conceit, with the sting out of it, combined with aggressive self-respect, is certainly far more profitable than one hundred per cent. pure and retiring modesty.

If there is such a thing as self-respect uncombined with self-conceit, it outgenerals self-conceit, and is a priceless possession; but as undefiled self-respect does not exist, or does not seem to exist, and as self-conceit appears to be part and parcel of success-making, it is far wiser to regulate self-conceit, and properly combine it with self-respect, to self-respect's benefit, than to take the chance of maiming or killing self-respect in the annihilation of self-conceit.

Our "bads" can often be worked into our "goods," to the good of our "goods."

If we can't rid ourselves of self-conceit, let us control self-conceit and work it for profit.

Self-conceit is a hard master, but may it not be a well-serving slave?

If you can't make it desert you, put it at hard labor under the discipline of your self-respect.

Continuity

"Beware of the stop"

IN continuity is strength. In disconnection is failure. The Builder of the Universe did not build worlds on Monday, do nothing on Tuesday, create something on Wednesday, rest on Thursday, begin again on Friday, and sleep on Saturday. He built something every day, and every day was a full day, and He only stopped building when He was through.

The strength of Nature is in the continuousness of her forces.

The fundamental principle of motion is everlasting.

The biggest fish are in the brook that runs on forever.

The stream that dries up this month, and is a torrent next month, is unsightly and unhealthy, and but a transient drain-pipe. The strength of its current is offset by its periodical dryness.

The man who feeds his horse on Monday, and gives him nothing to eat on Tuesday, will have a weak horse on Wednesday, and may have a dead horse on Thursday.

If some imbecile should come out of the Unthawed North to preach the doctrine of continuous change of business base, or the habitual renovation of interior arrangement, the business men would take him gently by the hand, lead him into Nature's solitude, and leave him there.

The boy who goes to school on Monday, skips Tuesday, and attempts to connect the end of Monday's lessons with the beginning of Wednesday's studies, is handicapped by conditions diametrically opposed to progress.

This world is for the workers, that there may be no shirkers in the continuous by and by.

Some men seem to succeed by violating the principles of success-making. Some men jump off a high bridge without being killed.

It is the weakest kind of logic to say that because some one man appears to be able to profitably antagonize the laws of success, that his isolated example is worthy of a following.

One part of continuous good is more negotiable than two parts of transient good.

Scholastic and business connection may be broken, and the breaker continue to succeed; one may keep his books with the top of a barrel for a desk; but sensible men, users of profitable economy, don't do it.

Disconnection is one of the great causes of failure. Imagine a speaker talking for half an hour, and stopping in the middle of a sentence, to begin where he left off, a week afterwards. Would one hire a carpet-layer to put down a breadth of carpet a day?

The man of success began at something worth while, and has kept continuously at it.

The boy of success, even at an early age, works and plays under the direction of some sort of continuous policy, crude though it may be. He has method, and keeps at something everlastingly. His likes and dislikes are well founded. He does not, of course, have himself in perfect hand, but in an undeveloped way he is, as a boy, forestalling by his general action the course of his successful future.

In continuity there is profit. Without continuity there must be either complete failure or lack of full success.

Profitable Oneness

"One thing well done is better than many done fairly"

THE strength of success is in the singleness of it. The greatness of oneness is in its omnipotence. Two gods of equal power would not be as individually great as either god would be without the other. There should be one thing at a time, because there are not time and room enough for two things at a time.

The economy of every action, in business or out of business, focuses strength upon one point or place, that its full importance and consequence may be maintained.

He who thinks he can do everything may fool himself, but does not fool others.

No one can do two things as well as he can do one thing.

There never was a successful book or play with more than one leading character. On the field of honor and on the field of battle there can be but one head-hero.

Bright daylight and bright lamplight make twilight.

One blow on the head of the nail will drive it further into the plank than a dozen blows on the side of it, and no two hammers can hit the same nail-head at the same time.

The rifle bullet reaches the mark; scattering shot brings only small game. No gun ever fired more than one bullet accurately at the same time.

The man who knows many things equally well is not properly equipped for the battle of life.

The most successful man is he who knows many things well and one thing very well.

The successful buyer is not ignorant of selling, and the successful seller knows something of buying; but the best buyer is more expert at buying than at selling,

and the best seller knows better how to sell than how to buy.

The boy who seems to have no single tendency, who does not appear to enjoy a paramount desire, who has no decided preference for anything, is not likely to succeed.

The successful man has proficiency in some special thing, but is not ignorant of general things. For example, no eye-specialist is fit to operate unless he understands the general principles of surgery.

No one ever succeeded in any branch of business who was ignorant of fundamental business principles, and no one reaches success whose capacity is all general and in no wise specific.

It is true that some great financiers seem to win profit out of everything, and to possess an equable, all-round ability; but I think that a close scrutiny into their lives and methods will conclusively show that their success is due to par-excellence in some one direction, coupled with a grasp of general business principles.

The boy who means to be a specialist along some line of study cannot become proficient unless his education embraces the fundamentals of learning.

The great geographer cannot perfectly describe the surface of the earth unless his expertness is aided by a broad general education.

No matter what the boy is to do, his general education must not be neglected. He needs the fundamentals of education, the broadness of generalities, that he may be able to properly focus his mind and the best of his ability upon the specialty of his choice.

Economy and Saving

"To-day's savings are to-morrow's capital"

EXTRAVAGANCE is the most bitter enemy of business and is opposed to proper and profitable action of every kind. Extravagance and success cannot live together. The spendthrift has neither sense nor earning capacity. He never succeeds.

Meanness is not economy. The miser is not economical. He is as bad as the spendthrift, and as much of a fool. True economy is the proper and equable regulation of what we have, for the benefit of ourselves and the world.

The miser boy, who refuses to contribute to the needs and progress of others, who thinks of himself alone, and who is abnormally fond of the accumulation of cash, may make money, but except as a lifeless money-grabber he will be a failure.

The liberal boy may not always win great monied wealth, but his liberality will not make him a failure.

Over-liberality, too great a consideration for others, and too little account of one's self, is not to be encouraged; but as this occurs so very infrequently it need not be discussed here.

The boy should be taught to realize the true value, significance, advantage, and danger of money, that he may appreciate what it is good for and what it is not good for. He should study money, and analyze it as he does any other every day essential. He should be taught to handle it properly and to the best legitimate advantage.

Money is a commodity, and the boy at school should not be kept away from the study of it.

A text-book on money and its use should, in my opinion, be a part of our educational library.

Money, like everything else we misuse, is misdirected largely because we have not been taught to profitably and economically handle it.

Ignorance of a thing tends to its improper use.

Familiarity with anything cannot but facilitate its proper handling.

The spendthrift man springs from the spendthrift boy.

The boy who cannot be taught to properly take care of his spending-money is not likely to profitably financier any business.

The making of commercial success depends upon the proper preservation and care of one's income and capital.

Money is valuable for what it does in the present and for what it is likely to be able to do in the future. Consequently, the making of money is of two-part value and must be considered both in its present and future capacity.

To be successful at money-making, as well as to be successful at anything else, requires both the proper handling and the well-keeping of the material.

So far as available records show, no one ever succeeded in money-making who did not continuously practice economy.

Every pile of money started with a single coin.

Saving is necessary for profitable result.

The wasteful scientist, who does not care for his instruments of experiment, seldom reaches top-most success.

The vocalist, who does not economically preserve his voice, loses his voice or spoils it.

Saving is one of the first laws of civilization, whether it be the putting away of money or of any other reserve force.

The economical handling of money, and of every other possession, is absolutely essential to success.

He who over-runs himself runs but a little while.

He who wastes his energy will soon be a wreck.

Waste is the foe to every kind of progress.

Proper saving is absolutely necessary to success-making.

If things were not economically housed and stored, the world would soon be out of everything.

Nature, our great example of liberality, stores her energies that she may profitably distribute them. If she had been a spendthrift, man would never have been created.

Economy in handling every commodity, financial or otherwise, is fundamentally necessary to the up-building of the race and to the progress of civilization.

Meanness and miserliness are opposed to economy and progress.

The virtue of saving is in the protection it renders by holding in reserve what will eventually be needed; but the holding in storage of these necessities when they are required is criminally wrong, and is one of the bitterest foes to civilization.

The animal forages in the summer that he may store for the winter. He saves a part of the food he collects, not for the sake of hoarding it, but for the sake of having it when he wants it. He by instinct is a true economist.

Unless by lucky chance the boy has wealth thrust upon him, no one ever collected commanding riches, or even a comfortable competency, who did not systematically and continuously save a part of his income.

The sooner the boy begins to save, — save his money, save his energy, save himself, — the quicker he will reach a profitable result.

The care of the money saved is second in importance to the saving of it.

"Wildcat" and highly-colored opportunities for investment line the streets and blaze from every corner. The interest they promise to pay is from two to a dozen times more than any safe enterprise is likely to pay.

The boy should start a savings bank account as soon as he is the recipient of money.

The savings bank is an institution of civilization; one of our bulwarks of protection.

The boy's first dollar should be the nucleus of his capital, and, so far as is possible, he should add to it with systematic continuousness.

A small sum saved every month is better than larger sums saved irregularly.

The boy should save every cent which the present does not require.

If he wants something badly, he must intelligently and carefully consider whether what he wants is worth more to him now than the money it will cost will be worth to him by and by.

The saving's bank account has been the beginning of much more than half of our financial successes.

The boy, with a savings bank deposit, even though it be small, is a capitalist, and has something to depend upon.

Savings are like the ammunition in the magazine, safely guarded, always ready for use, an ever-present and dependable protection.

Extravagance is the rock upon which half our business men are wrecked.

Proper economy is a forerunner of profit.

Systematic saving is an essential of success.

The saver is on the rock of safety; the spender is on the sand of danger.

Save, boys, save! Save properly, liberally, intelligently. Don't be misers; don't be close; be discriminating; spend what you had better spend than save; save what you need not spend; but save; save something, be it little or much; save whether your parents be rich or poor; learn to spend discriminately; learn to save systematically; save!

The Good-for-Nothing

"Pity him; help him; make him a good-for-something"

THERE are boys — let us hope their number is small — who are apparently good for nothing, who seem to totally lack ambition, whose minds are close to blankness, who possess no special talent, who are lazy, indifferent, and careless, and who may or may not have bad habits. These boys are marked with failure. They are predisposed to worthlessness. Possibility may run them into success; probability is against their advancement. The boy who will not arouse himself, or who cannot be aroused while he is a boy, is not likely to be anything more than a very ordinary man. He begins as a good-for-nothing and is likely to be a good-for-nothing all his life, seldom rising beyond a hand-to-mouth proficiency. If the good-for-nothing boy is naturally bad, he will make no effort to correct his faults, and is likely to spend a part of his time in jail. If he is naturally good, as common goodness goes — that is, if he does no crime of commission, and by omission keeps within the law, he will probably do no more than barely support himself; very likely he will be a drain upon his relatives, and be at best but a colorless citizen. He is like the lower-grade horse, of no use as a worker except as one of two car-horses hitched together under the rigid discipline of a tracked-out route and brake. The attempt to make a good-for-something out of a good-for-nothing may be a waste of time and energy, often worse than useless, because it may inflict cruelty upon the subject. If there be no capacity, proficiency is impossible.

Understand, I am using the expression "good-for-nothing" as a designation for inferior mentality. There is probably no such thing as a human good-for-nothing.

Everybody may be good for something, but the so-called good-for-nothing is good for very little, and the little which he can do must be under the direction of others.

The place for the good-for-nothing is where he will be under constant and kind discipline, always treated fairly, never allowed to do less than he can do, and never forced to go beyond his capacity. If he has physical qualifications, the army or the navy is a good place for him. There somebody will think for him, and he will have to do the specific amount of work laid out for him, and even his limited mental capacity will enable him to render acceptable service.

The good-for-nothing is unfit to marry, and has no right to have a home of his own. Physically speaking, he is an engine of so much ignorant power. He can push and pull, but he is not fit to manage or regulate. As a part of a disciplined, orderly machine he is a success. In the army or navy, or elsewhere as a mechanical helper, he can better serve his country than in any other way. The parents of a good-for-nothing who attempt to push him beyond his capacity injure their boy and the community in which he lives.

Is the boy a good-for-nothing? A suspicion that he is may not be founded in fact. It takes time to diagnose a good-for-nothing, for many an apparent good-for-nothing is a good-for-something.

The parents and teachers of the alleged good-for-nothing, before deciding that he is incapacitated for anything except unskilled labor, should most carefully watch and analyze the boy, should apply every test, should make every attempt to arouse him, should re-test and re-attempt to pull him out of stagnation. If these attempts fail, and the boy remains indifferent and lazy, then develop and regulate his physical strength, give him the rudiments of education, and put him to work under discipline, in a place where others will do the thinking and directing.

Keep on the Line

"Be always founded in stability"

IN my youth I was a school soldier and served with gun and sword. I shall never forget the training of military discipline. Well do I remember the refreshing and delightful order (perhaps they say it differently now), which like a cooling zephyr floated down the line after a hard march on a dusty road:

"Halt! Order arms! In place — rest!"

Then every one could do as he chose, if he kept one foot on the line. He could talk with his neighbor, he could laugh, if he kept one foot on the line. He could drink pink lemonade, he could sit or stand, he could yawn and stretch if he wished, but he must keep one foot on the line, so that when the command, "Attention!" came, he had a part of himself in place, and had only to snap the other parts into the position of action.

The discipline of the soldier should be a part of every life, and every successful man is under the rule of just discipline and strict orders of judgment.

Let the man of originality throw his arms upward and look into the clouds and partly plan his career by the visions of the sky. It will do him good. No one with both feet constantly on the earth can ever rise above the ground; but let the man of vision always have one foot on the line, one foot always planted on the earth of conservative certainty.

He may branch out with his arms, if he will, and even with his other leg, but never should every part of him be off the line of safety. Then will he always be in position to return to duty at the command of "Attention!"

Luck

"If you have it, use it; but don't wait for it"

THE proof of the pudding is not all in the eating. The element of luck, as well as that of ability and opportunity, contributes to the building of profit. The man who is unsuccessful says "luck is against him," and may charge against luck that which belongs either to inability or to lack of persistency.

The man of success seldom recognizes luck, but places the cause of his uprising upon his alleged capacity and his untiring energy. He credits himself with all that he owns and with all he can borrow.

Both are wrong. That which is called luck, for want of a better name, works against the unfortunate and assists the fortunate.

What luck really is, no one knows, nor is it under any recognized control. It comes from apparent nowhere, circles like the irresponsible comet, and returns to seeming nothing.

Luck, whatever it may be, must not be depended upon.

He who waits for his luck seldom meets it.

The ship never comes in to the loafer on the dock.

Luck has never made a man, for luck is not continuous and lacks permanency and stability.

Boys, let luck alone. You cannot bring it to yourselves, nor can you send it away. Whatever it is, it is not subject to your orders. Do not think about it, and certainly you should not depend upon it.

What is called luck may not seem to distribute itself with common fairness or good judgment; but if one will follow it long enough to table it into comparative statistics he will find that luck is not entirely devoid of

intelligence, and that it frequently visits those who can best entertain it.

Many a boy or man never had luck because he was asleep when luck knocked at his door.

Luck seldom forces itself upon one. It calls, and if invited, comes in; but it doesn't care to stay where it is not properly taken care of.

If luck will not help, strive all the harder and get along without it.

If luck wants to assist, be prepared to use it to the best advantage.

Do your best; you cannot do more.

If you do your best, you will be able to get along without luck. If you do your best you will be all the better off if luck comes your way.

Bewailing one's bad luck will not bring good luck.

Cursing luck will not make luck your friend.

Enviousness of other people's luck will not bring luck to you.

Be prepared to get along without luck, and be ready to use luck when it comes.

Waiting for luck waits on failure, unmans a man, dwarfs a boy.

You can get along without luck; you may do better with it; but waiting for it, depending upon it, never brought it; so don't think about it; think about your duty; mind your business, and work.

Appearances

"As we seem, so may we be taken to be"

OUR mothers used to say that beauty was only skin deep, and our mothers were right from their puritanic view-point. Our mothers lived in the atmosphere of their own good, old-fashioned homes, where the real was reckoned as worthy because it was real.

In mothers' days, the conventional wolf in sheep's clothing was not so often taken for the well-behaved lamb. The truth stood for the truth, and the lie stood for the lie, and competition was more manly, honest, and clean. The science of artificiality and the modern art of sham were then too poorly compounded to pass for genuineness.

I am speaking from the platform of present conditions. It may be that the planks are rickety, and perhaps the beams are weak, but what is, is, until it is not, and modern business success must win the battle of the present, equipped with the arms of the present, recognizing present forces.

The outside is outside, and the inside is inside, and because the outside is outside, folks see the outside before they see the inside; and many people, rightly or wrongly, judge the inside by the looks of the outside.

In the making of success appearances count. Negotiable intrinsic value must have the appearance of intrinsic worth. Food is food, but the digestion of food is not independent of the appetizing appearance of it, for the food which looks appetizing, and is well served, will digest better, all things being equal, than the same nutriment of poorer appearance and carelessly presented.

What's the good of unknown good? Good that is

not in circulation, that is not seen, that is not known about, does not have the opportunity of doing the good that known good can do.

The appearance of good enhances the value of good itself. The doing of good is fundamental. The appearance of good-doing, provided that good-doing is back of it, not only increases the value of the good, but is an example of the most considerable moment.

Proper self-respect isn't loaded with self-conceit. The proper presentation of one's ability, like the proper presentation of the intrinsic value of goods, is necessary to the rounding out of success.

Appearances in themselves are worth nothing.

Appearances, backed with worth, are an aid to the worth of worth.

The boy or man has no more right to misrepresent himself than he has to misrepresent others.

One is seldom reckoned at less than he reckons himself.

Honest appearances are essential to success. Dishonest appearances react sooner or later.

Look as well as you can. Don't be a dude or a dandy. Look clean because you are clean. Dust your clothes; black your shoes; keep your hair brushed; take care of your face and hands and your nails; always look tidy; never look slovenly. Be manly, and look it. Appear the gentleman, and be the gentleman. Show yourself and what you have to the best advantage. Don't over-represent; don't under-represent.

Be your best, do your best, and appear at your best, if you would win the fulness of success.

Health

"Health is Nature's Intention"

HEALTH is both a natural and an acquired possession. Nature made no provision for disease and unhealthiness. She elected man to be born healthy, and ordained that he should enjoy perpetual health, live to ripest maturity, and die only from old age or accident.

Health is one of the vital elements of success. Without it, complete success is impossible. True, many a weak man has achieved fame; but the famous sick would have been more celebrated, and would have accomplished more, had they been well.

Sickness and weakness are outrages against Nature, and principal impediments to civilized progress.

The health of the man begins with the boy — yes, the health of the man of to-day began with the boy of centuries ago; and the health and strength of the boy of to-morrow are dependent upon the conditions of the past and the conditions of the present.

The weaknesses of boyhood generally remain through manhood. The best of inherited health will run into weakness and disease unless it be properly preserved.

While inheritance is a potent factor, most boys, unhealthily born and inheriting ancestral weakness, can, by care and development, be rounded out into men of fair health and strength. The best of inheritance without good environment seldom raises vigorous bodies and strong mentality.

It is the parents' bounden duty to give the boy the best physical chance possible; to care as carefully for his health as for any other part of his training; and it is the boy's duty, when he is old enough, to look out for his physical side as well as for any of his other sides.

Most boys abuse Nature; and if Nature were not tolerant and kind, one-half of our boys would die in their teens.

Few of us, old or young, know how to live hygienically, healthily, and properly; and those who do understand themselves, seldom use their knowledge to full advantage.

Civilization will never materially progress until the Temples-of-Our-Souls are as intelligently erected, and as carefully tended, as are our material edifices of trade and business.

If our stores and offices and other places of work were as indifferently cared for as are our bodies and our minds, business and all activity would die in its own grave of carelessness.

We are ever watchful of our mechanical engines — oil them, renovate them, and keep them in repair — and yet we refuse to treat the casements of our eternal souls with one-half the care we give to the inanimate.

Nine-tenths of our boys eat too rapidly, and this lack of proper mastication leads to chronic indigestion.

Most boys do not take the proper amount or the right kind of exercise. They either over-train or under-train.

Comparatively few boys are fed upon the right kind of food. They eat too much of one thing and too little of another. They consume too much meat, too much pastry, too much indigestible and innutritious stuff. White bread, falsely called "The Staff of Life," and so generally given to the young, contains few of the elements of building and sustaining nutrition. More than half of wheat's nutritive and life-giving qualities are bolted out of white flour. Whole-wheat flour contains much of Nature's nutriments, and is the only proper wheat flour for bread-making.

The boy needs the whole of food, not perverted parts of it. The total of his food should contain all the necessary nutriments as Nature arranged them. These

he will find if his diet consists of wheat and other grains, vegetables, fruit, milk, eggs, fish, and a reasonable amount of meat, or no meat at all.

Many a boy refuses to eat the plainer foods because he has been pampered with the richer viands, and because the nutritious foods given him have not been properly cooked and served.

The mother is criminally negligent if she is deficient in the art of cooking and ignorant of a knowledge of food qualities.

Every parent, both fathers and mothers, should study food and food requirements, and should see to it that their children not only have proper food material, but that it is properly cooked and properly served.

The establishment of food schools and food clubs and courses of food lectures is to be enthusiastically recommended.

No woman is fit to be wife, mother, or housekeeper who does not understand food and its preparation; and those who are now ignorant of these essentials should immediately acquire the knowledge.

Something besides a cook-book should be a part of every home library. There are several authoritative and intelligible works on food and its preparation; one or more of these books should be in every home, and their contents should be understood by both parents, as well as by those who have charge of the buying and cooking.

The introduction of the cooking school, although, perhaps, too much permeated by fadism, is a step in the right direction. There should be more cooking schools, and they should teach the truth, and the whole truth — the chemistry of food, as well as the dainty preparation of it.

Food is a necessity, as vital to human action as fuel is to the mechanical engine, and it is a damning blot upon our present page of civilization that the world gives more care to the iron boiler and to the fuel

under it, than to the food-fuel required by our human bodies.

The demand for stimulants and for rich, unpalatable, and indigestible foods is due largely to perverted appetite; and perverted appetite is often caused by false foods and the improper preparation and serving of food substantials.

People eat what they ought not to eat, because what they ought to eat is not properly prepared and served.

Naturally, people do not eat or drink to excess, nor do they naturally crave for indigestible food. Because they cannot get what they need, or do not know what they need, they acquire an unnatural appetite, which in its turn demands unnatural stimulants and food. Temperance in eating is of as much consequence as temperance in drinking. The natural, happy, healthy, well-regulated man neither drinks, nor eats, nor does anything else, to excess; and the natural, well-in-hand man springs from the natural, healthy boy.

The boy needs outdoors, and he should be outdoors as much as possible, and the good air of outdoors should follow him indoors. He should never sleep in a close room at night; nor study nor play in unventilated quarters.

Good night air does not hurt anybody; bad night air is injurious; impure air is a breeder of colds and disease.

Plenty of good air braces and strengthens every fiber.

A draft is dangerous, but good ventilation does not require drafts.

Bathing is essential. Colds come from clogged, not from open, pores.

The well-kept, healthy skin wards off disease. The unscrubbed, bundled-up boy is seldom well.

The boy should not study too much, and his study should never interfere with a proper amount of exercise and the hygienic care of himself. But too little study makes a loafer. All play is bad for any one.

Too much study under confinement seldom accomplishes anything, and if it does, it costs more than it is worth.

The boy should live naturally and as close as possible to Nature. He should eat enough, and no more; he should sleep enough, and not too much; he should be out in the open air at all seasons of the year; he should spend the night in a well-ventilated room; he should live according to the laws of Nature.

Parents should understand not only how to feed the boy, but should also have an intelligent knowledge of hygiene and sanitary arrangement. They should not be ignorant of human physiology, and should be informed in regard to everything necessary for the proper care of the boy. This knowledge they can obtain from books, from experience, and from contact with the intelligent side of the world.

Ignorance of health matters is without excuse. With our libraries and other facilities for the dissemination of knowledge, there is no reason why every parent should not be informed in regard to matters of health.

Home-doctoring should be discouraged. In emergencies it is sometimes necessary, but it should never be practiced if the services of a reputable physician can be obtained.

The indiscriminate administration of medicine is positively dangerous and seldom efficacious, and has ruined many a boy's constitution.

When in the slightest doubt, call the physician.

Outside of the use of a few harmless remedies, which may be given when it is positively known that the ailment is of slight consequence, parents have no moral right, and they should have no legal right, to doctor the child.

Call the doctor.

It is better to call the doctor too many times than too few. It is his business to know, and as a rule he does know.

A-doctor-in-time is a hundred times cheaper in the end.

The physician is one of the noblest products of civilization. There are charlatans in the ranks, and occasionally one finds an incompetent and careless practitioner; but physicians as a class represent the highest grade of composite intelligence.

The regular physician — and no other should, in my judgment, be allowed to practice — has to be an educated man. Nothing but ability can earn or obtain a diploma from the regularly established medical schools.

Personally, doctors represent the best of human character and citizenship. They are men of brains, men of learning, and men of experience — men who are willing to sacrifice ease and money for the benefit of the race.

The number of incompetent physicians is too few to count against the craft as a whole; while the poorest physician, with the knowledge he has, is safer than the unmedical parent.

Doctors make mistakes; none of us are perfectly proficient; but the errors of practice and experience are far less frequent and much less dangerous than the blunders of ignorance.

It is the parents' duty to keep in touch with a good family physician, for the benefit of themselves and their children; and everybody, no matter how strong and healthy he or she is, should occasionally be seen and overhauled by a first-class medical practitioner.

It is cheaper to keep the boy in health than to make the sick boy well.

The good physician is always a man of experience. He sees the world as the world is, and he is a safe and wise adviser upon general matters, as well as upon those of health and sickness.

Many a boy dies or becomes critically ill under the watchful care of loving parents, when the early attendance of a skilful physician might have saved his life or brought him health.

No proprietary medicines of any kind should be given to any one, or taken by anybody, without the advice of a regular physician. Those which are good for anything and possess medicinal properties, it stands to reason will be recommended by some member of the great medical fraternity.

Some patent medicines are made of cheap alcohol, physic, and other drugs; and often, if they are not positively injurious, they are likely to have no medicinal value whatever.

The indiscriminate taking of any medicine, good or bad, is unsafe, and is to be condemned.

A certain boy is sick. Ignorant parents dose him with home-made or patent medicine. The boy gets well. Possibly the medicine helped him. Perhaps Nature did all the work. The boy next door is taken sick. Apparently he is suffering from the same complaint. His ignorant parents give him the same concoction, assuming that if this medicine was good for the first boy it is good for all the boys on the street. The second boy's disease may be similar to the first boy's ailment, but he has a different constitution and requires a different medicine and a different treatment. What is medicine for one may be poison for another.

No one but an educated and trained practitioner can properly diagnose. This is the doctor's business. He fails sometimes, but more often his diagnosis is correct and the treatment he prescribes beneficial.

The label on the medicine bottle is inanimate. It cannot have diagnostic intelligence.

Probably fifteen per cent. of our home-houses are unfit to live in, and perhaps ninety per cent. are not fully healthy. Not more than twenty per cent. of our houses are well ventilated, and not one-half of them are kept dusted and clean.

A large proportion of youthful deaths is due to parental ignorance and unintentional carelessness. I am speaking plainly, but this is a place for plain

speaking, and no intelligent parent will take exception to the honest sincerity of my statements.

The boy is entitled to his health. It belongs to him. God and Nature gave it to him; and he who takes it away from him is a thief and a murderer.

The boy should be taught the principles of health with his alphabet.

The schools do not give sufficient attention to the diffusion of health essentials.

A health-course should be a part of all school instruction. It should begin in the lower classes and continue through every grade.

The teacher and the parents together should teach the boy to know health, to appreciate what it is, and what it is worth, that he may help to make and keep himself healthy.

In the health of the child is the strength of the nation.

Giving and Taking Advice

"To mutual benefit"

NEITHER advice, nor suggestion, nor rules, nor experience are capable of establishing infallible law. The best intent, fortified with the broadest experience and the strongest power of diagnosis, may start the boy on the wrong road and continue to lead him in the way he should not go. Certainty does not exist in an uncertain world. There must be exceptions to every rule. The law of probability is the best and safest guide, and the nearest to impossible certainty.

No boy knows just what he is good for, nor can he determine the best business or professional road to travel, and there is no parent or instructor, or any one else, who can guarantee his advice and direction. What seems, after the most careful reasoning and in the light of the present, to be the most probable is, in the absence of brighter light, the thing to do.

Probabilities are generally safe to follow. Possibilities often lead to danger. The compass does not always point to the magnetic north; but often the compass, in its imperfection, is the safest guide the mariner can follow. Probability is the nearest to surety.

The four principal factors in the starting and guiding of the boy are: The boy himself, the boy's parents, the boy's teachers, and the experience and unbiased judgment of outsiders. The mature boy's right to choose his future course, provided his preference is based upon sound reason, may be considered the chief right.

Wise and proper parents have made a close and interested study of their boy, and their opinions, unless they be mixed with prejudice and over-ambition, are worthy of much consideration.

The opinions of teachers, if they be adapted to their

calling, are of great consequence. Sometimes the teachers, rather than the boy or his parents, can determine with closer accuracy what is best for the boy to do.

In every trade, business, and profession there are many representatives, who are expert at diagnosis and prognosis and are capable of giving reasonable, sensible, and practical advice. Parents will do well to present their boys to these experts for examination and council. The advice of these men may be of inestimable value, and in case they cannot tell the boy what to do, they can, at least, give him and his parents definite and unbiased information about the calling they represent. They are in a position to know. What they say is from the head of experience, not from the book of theory.

The advice of any one need not be considered authoritative, but the majority advice of competent several may be accepted as the truth. No business or professional man who is not a success is competent to give advice along the line of his failure. Good advice always comes from folks of successful experience, who may and may not have been disciplined by their mastery of failure. The failure is unfit to advise, and his unsupported advice must never be acted upon.

Advice has been called "cheap," and some of it is, but no one ever succeeded without it, and the advice of fair-minded people of profitable experience is never unworthy of intelligent consideration.

No man of intellectual capacity and good sense ever refuses to accept good advice, and never allows himself to get along without it. He keeps in close and daily contact with men of sound judgment, and exchanges his ideas for those of others — in fact, he is in continuous advisory session. He is master of himself — master, because he has mastered his conceit. To the little he knows he adds the much he knows about what others know. He is a clearing-house of information and ex-

perience. Because he respects himself and has confidence in himself, he respects the opinion of others. He knows that by himself alone he cannot be a good citizen nor successful and proficient in anything. He is a perpetual scholar. He has a mind of his own and is firm in his convictions, but he is always open to reason, testing his own opinions in the crucible of intelligent public opinion, that its quality may be kept up to the proper standard.

The chronic, undiscriminating advice-taker is a fool.

The stubborn, sufficient-unto-himself man is worse than a fool, because he is dangerous to himself and to others.

The individual man cannot take care of himself.

The composite man is a success.

No opinion safe to follow is entirely without intelligent backing.

No isolated idea is worth anything anywhere, unless that idea, when expressed, receives some intelligent indorsement.

Advice-giving and advice-taking are two of the strongest props of civilization, and are fundamental articles in the law of progress.

Promptness

"Tardiness and failure are cousins"

"ON time" is the cry of progress. "Too late" is the groan of failure. The race of success runs on time. The boy who succeeds goes on time and arrives on time. The man of success is on time.

In every sphere of life promptness is essential, and in business it is demanded.

What you want when you want it is worth more to you than what you wanted after you wanted it.

The artist may be behind hand, and the lawyer may be a little late, and the world excuse them; but the world of business, which most of our boys must enter, will not tolerate the behind-hand boy or the behind-hand man in the shop or in the office.

Nobody likes to wait. Nobody can afford to wait for what is due.

Promptness costs no more than behind-time-ness. When it is once established it is easy to maintain.

"On time" does not require capital, and everybody can have it.

Occasional accidents will happen, but promptness can be almost universal, subject only to disaster or to the unexpected.

The on-time boy is likely to be the on-time man, and the on-time man doesn't keep success in waiting.

Undesirable Habits

"Don't pay more than the thing is worth"

A BAD habit, whitewashed or unwhitewashed, is a black blot on anybody's character, but there are some bad habits hardly bad enough to materially count in a world of universal imperfection. One should separate himself from every bad habit, provided the cost of getting rid of it is not greater than is involved in the continuance of the habit.

The boy who talks too much, like the man who talks too much, may be a success or a failure. His over-talking propensity is only incidental in either case. Talking too much is a fault, but not one of fatal consequence. Many a man or boy of great mental capacity talks beyond the sensible point; many an over-talker is a failure; many a fool can't talk, and many a fool can.

Everybody has from one to many faults; no one is without them. If they are of consuming importance, they ruin the possessor of them. If they are incidental, and are overshadowed by virtues, they may not do much injury.

Sometimes the crushing out of a minor fault, like over-talking, absorbs more energy than its conquering is worth. For instance, one may actually stunt much of his ability by using too much of his reserve power in attempting to overcome a little fault.

The boy, as well as the man, should be reckoned by the excess of good over the bad in him. The boy who is a fine scholar in half of his studies, a fair scholar in most of the balance, and a poor scholar in one or more, may be better equipped for success than is the boy who is a fair scholar in all of his studies. The boy of ability who has some weaknesses, provided they are not of a criminal or vicious character and likely to materially

injure him physically or mentally, may be a better boy and better fitted for usefulness, than is the boy who is fair in everything, but not proficient in anything.

Bad habits, even the smaller ones, do not help; they injure and hinder, and they should never be allowed to remain if they can profitably be gotten rid of. No weakness or objectionable tendency in any direction should be encouraged, and it should be destroyed whenever the expense of its destruction will not cost more than the harm of its existence.

The boy, as well as the man, should make the most of himself, doing the most good for every one, including himself. He should use himself to the best advantage. He cannot be perfect; he must have "outs," but a few "outs" with many "goods" may be far more profitable than no "outs" and many "fairs."

A boy may be very deficient in penmanship. Bad penmanship is an "out." He never can become expert with pen, pencil, or brush, though he may learn to be a fair penman and artist. If penmanship is not to be a part of his business, and if there is no reason why he should work with pencil or brush, it is sheer foolishness, and the poorest kind of economy, to attempt to make him a good penman or an artist. He had better remain a poor or a fair penman and no artist at all, than to use up his valuable time in trying to become something outside of his natural capacity. The working or developing of one's ability always pays. The working or over-working of one's inability, except in case of emergency, never pays.

What one is in his aggregate or his totality, not what he is in each particular thing specifically, counts.

If the great "goods" are far more numerous than the the small "bads," the boy is a success. The "goods" should be made greater and the "bads" made less; but it is poor economy to exhaust one's energy overcoming immaterial "bads," at the expense of developing one's material "goods."

Courage

"Be strenuous in peaceful courage"

THE weak-hearted boy, lacking every kind and grade of courage, afraid of himself and of everything else, never can make any sort of success. The best he can do is to become a book-worm, an effeminate something, or an absorber of anything likely to be of some use, though he can never make full use of it.

Real courage is one of the trunk-branches of success. Brute courage is recklessness, and has no place in true civilization. Civilized courage is a determination to do what is right at any equable cost; and, as what costs more than it is worth is not right, the true definition of real courage is the will and effort to do right against any and all obstacle.

The prize-fighter is not courageous, except in a brutal sense. Morally, he is a coward, because he is not brave enough to be decent.

It takes more real courage not to fight, than to fight, when there is a chance for fighting, unless fighting is necessary for the doing or the preserving of something worth while.

Struggling against certain failure or fighting against sure death is pure and simple recklessness, and is not a part of true courageousness.

The boy always looking for a scrap, and ready to fight on any provocation, is a bully, and lacks both physical and moral courage. Safe in his animal prowess, he brutally enjoys beating the weak and helpless. Before his equals or superiors in strength he never knowingly raises a hand.

The courage of one's convictions is essential to success.

One who is not reasonably sure of himself, who lacks confidence in himself, who is afraid to make a reasonable move, never gets beyond a salary or an insignificant business.

The plunger is a fool, and never deserves prosperity.

The reckless speculator is simply a gambler and a coward, and lacks the courage necessary to legitimately conquer opposition.

Sensible fear and unwillingness to take unfair chances are as essential as courage for the making of success.

Courage and caution, rightly mixed, will win.

Courage without caution is recklessness.

Caution without courage is weakness.

The courageous boy is an apostle of peace — not peace at any price, but peace at the right price. He prefers peace to strife, and never fights unless fighting be necessary and profitable.

Real courage — profitable, successful courage — is peaceful and quiet; but it is always there, ready to be called should occasion require, and when it is intelligently aroused it is one of the most effective and necessary weapons in the struggle for success.

Be courageous, but don't be antagonistical.

The boy with a constant chip on his shoulder is likely a braggart and afraid of anything bigger than himself.

Dare-to-do-right courage wins.

Harmony

"Harmony is the oil of effort"

IN the harmony of method is the success of business. In the harmony of anything is the rounding-out of it. If the rudder and the sails do not work together, the ship will not sail. If there be not enough fire under the water, nor enough water over the fire, the engine will not run.

Much of success is in harmonious condition. Strength without harmony absorbs itself. Strength with harmony magnifies itself.

The boy of fair ability, well suited to his place, may become a greater success than the boy of more capacity in unfit surroundings.

Most of the waste of business, and of life itself, is due to friction and inharmonious connection.

The right boy in the right place will succeed to the fulness of his possibility.

The wrong boy in the wrong place is not likely to more than approach the entrance to full success.

Boys incapable of sustaining harmonious surroundings are failures to begin with, and there are too many of them. Inharmonious boys are dissatisfied with everything, and their dissatisfaction blankets the efficiency of their effort. They harmonize with nothing. They, and not outside conditions, are to blame.

Dissatisfaction for reason is justifiable.

Dissatisfaction is one of the nerves which tell the brain the truth. But a good proportion of so-called dissatisfaction is born of laziness, indifference, lack of harmony, or of something worse.

The lazy boy is out of harmony with everything. He is devoid of ambition, without willingness to make effort, and is not in profitable touch with anything.

Frequently harmony is waiting at our gates, ready to come in and help us at the slightest invitation.

Inattention to little things, thoughtlessness, and carelessness, breed discord.

Justifiable dissatisfaction can always give reason for its existence.

Unreasonable dissatisfaction and discord are responsible for a large proportion of failures.

Harmony is a business and an every-day-life necessity.

If the boy does not harmonize with his work — and there seems to be no good reason why he should not do so — no change should be made until there is reasonable certainty that the fault is not in the boy, but in conditions over which he has no control.

As a rule, the boy can be more easily harmonized with his conditions than conditions can be harmonized with him.

Harmony must be obtained. Without it, the flush of success is impossible, and more than ordinary accomplishment improbable.

Harmony adds pleasure to work; smooths the sharp and rough edges of difficult labor; and more, it gives a profitable finish to result.

Politeness

"There's something in polish"

BUSINESS politeness is a business commodity. Goods with courtesy are worth more than goods without courtesy, in any market. A poor thing well served may look as well as a good thing poorly served. The way a thing is said is often as important as what is said.

Flattery is dishonesty, but true politeness is not flattery. Few succeed in any calling without the use of a reasonable amount of politeness and courtesy, and the right degree of these possessions will do much towards starting the boy and keeping him in the road to success.

Politeness is one of the constituents of the golden rule of business. It is one's rendering to others what he would have others render to him.

Go with me into any commercial establishment or professional sanctum; there the boys who have the best chance for advancement are those who are uniformly polite and courteous; and the boys who are dissatisfied, who seem to beckon failure, are discourteous and gruff in their conduct toward others.

True, a very few great *savants* may lack the discernment of politeness. They live in the hardened shell of science. As specialists they are of extraordinary success; but these men are eccentric exceptions; they are not in business.

Politeness, beginning in the boy and everlastingly continuing, is a necessity, and one of the main branches of the tree of business accomplishment.

Politeness costs nothing; it is always worth something.

The Farm

"Where Nature works for man"

FROM the earth all things spring, and unto the earth returns all materiality. The first man was a farmer. The stock-board may close its doors, and the world go on. The railroads may cease running, and folks will live. 'Most all of business may go out of business and all of profession no longer practice, and folks will continue to be born and to propagate; but when there is no longer farming, there will no longer be people, for the world will have starved to death.

The farm is the essential factor of human maintenance; the farmer an indispensable necessity.

The barren farm does not pay, because of its barrenness; but the fertile farm cannot help paying, if it be properly worked.

One reason why so much land does not raise a profitable harvest is because it is not well cultivated. Altogether too many farmers, instead of working their farms, allow the farms to work them. The situation is their master, instead of their being master of the situation.

Farm-work is hard, but all work is difficult. Perhaps farming is more laborious than many other callings. There is a certain amount of drudgery to every kind of labor, but the excess of drudgery is generally the fault of the drudge.

The farmer is not, and should not be considered, a laborer in a subordinate or wage sense. He is, if he owns the farm, virtually in business for himself, proprietor of his land, and distributor of his harvest. He may work harder than does the business man, and his hours may be longer; but he has less worry, less intense anxiety, and less acute responsibility. His work

is within healthy surroundings; he is not housed, both day and night, as is the city worker. He is near to Nature, enjoying privileges which the city cannot give, or if it does give, refuses to distribute except at an exorbitant price.

The farmer is, or should be, the noblest work of God. He works in God's fields, under God's skies, legitimately collecting Nature's harvest, away from unnatural crowding, artificial stimulant, and unavoidable temptation.

The profession or business of farming should receive the recognition it deserves. There is no nobler calling.

If the same energy, education, and training were put into the management of our farms as are given to other forms of livelihood-earning, there would be much less drudgery, with many times easier and better results.

There is altogether too much slovenliness and guesswork about the average farm. The proper mastery of the earth requires the same care or study as is necessary for success in any other business or profession.

The boy who does not like farming, who has absolutely no love for planting and harvesting, is not likely to make a good farmer; and forcing him to remain there indefinitely is bad judgment, cruel, and unprofitable. The boy has just as much right not to like farming as he has to have no love or desire for any other specific calling.

Many boys who leave the farm do so because they look upon farming as inferior labor, and imagine that they are above that class of work. If they respected farming as it deserves to be respected, and as the community and their parents should respect it, many of them would have become successful farmers.

The drudging farmer, the ne'er-do-well digger of the soil, with weedy garden and shabby house, cannot expect that his boy will respect the farm or love farmwork. Because the father has made a failure, is often to the boy sufficient reason for believing that farming is unadapted to high ambition and profitable energy.

The dignity of the farm should be raised to the plane it richly and naturally deserves.

Farming should be taught the same as is any other science, art, or profession; and there should be a dozen agricultural schools where to-day there is one.

There should be more books on farming — the truth about farming — not barren pages of dried-up statistics, but leaves of life, fresh from the fertile fields.

Let the farmer's boy read — read agricultural papers — more than one — all the good farming books; and study them; that he may not only see his farm as it is, but what real farming is and can be made to be.

The farms of to-morrow are in the hands of the boys of to-day.

The average farmer's boy stands a better chance of success by remaining on the farm, if he will apply to the farm interest and systematic study, than he does by casting his lot in the strange streets of the unfamiliar city. Farming may not give him so much ready cash, but it is likely, if he goes into it with his heart and energy, to bring him more satisfaction and comfort than he can find in the struggling metropolis.

The farmer boy should give the farm the preference; should be favorably disposed towards it; and should not leave it unless, after investigation, he can furnish substantial proof that he is reasonably certain of being better off in some other calling or in some other locality.

The world needs more farmers and better farmers. There are as many, if not more, opportunities for intelligent farmers than there are for the inexperienced in a strange city.

Better have the little, which the farm gives — the little one is sure of — than the much which the great city merely loans to its inhabitants, reserving the privilege of calling any of its loans to the wrecking of the loanee.

Exercise

"Keep in circulation"

LIFE is action. Stagnation is disease and death. Health without exercise is impossible. A proper amount of physical exercise is necessary to any continuation of healthfulness.

The human body, like the mechanical engine, will rust out faster than it will wear out.

Exercise is absolutely essential to the proper health and development of the boy, and outdoor activity is far preferable to indoor exercise.

Fortunately, boys are not averse to active exercise and are willing to take all they need. It is not, then, a question of activity, but of regulated exercise.

In their ignorance, boys over-exercise or under-exercise, and few of them enjoy the right amount or the right kind of physical exertion, and comparatively few parents have intelligent knowledge upon this essential subject.

Books on physical culture should be in every house-library and in every schoolroom; should be the text-books of home as well as the text-books at school.

Parents should know themselves and their boys, physically. If they do not, they are criminally ignorant and responsible for much human weakness.

Every parent should be familiar with human physiology and general hygiene, and have an intelligent knowledge of physical culture.

There are many good books upon these subjects, and every physician welcomes an opportunity to impart this information.

Many a strong boy has been made weak by over-exercise, and many a weak boy has become strong by proper exercise.

The kind of exercise is as important as is the amount of it.

The element of danger should be entirely eliminated.

There is no excuse for any play or game likely to injure its players.

The dangerous games, exciting and interesting as they may be, are relics of barbarism, and should not be tolerated by the parents and the teachers, or be permitted by the government.

Exertion without interest is never enjoyable, and not always profitable; but with the present forms of entertaining exercise and pastimes, there is no excuse for the use of any form of brutality.

All outdoors is one great exercise ground. Nature is the great play-master.

The formation of physical culture clubs is a step in the right direction. There cannot be too many of them.

The intelligent study of exercise is as essential as knowledge in any other direction.

The exercise of the body is not independent of the exercise of the mind, and interesting exercise is the only kind of diversion worthy of encouragement.

Let there be sense and decency in every form of recreative exercise.

Promiscuous exercise is dangerous.

Good, enjoyable, proper exercise is neither dangerous nor brutal, nor does it strain the body or degenerate the mind.

Great Boys and Smart Boys

"There's nothing 'great' about smartness"

THERE'S a great big difference between greatness and smartness. Greatness is permanent, but smartness is of transient quality. The great accomplish something; the smart appear to sometimes, but seldom create more than a disturbance.

The precocious boy seldom amounts to anything. He is simply smart, has the flush of intelligent persistency, but is unable to properly harness his ability.

Smartness is nothing more than a flash-in-the-pan. It makes a big, but quickly dying blaze, is brilliant for the moment, but has no real warmth or strength.

The smart boy is not only precocious, but is conceited, bold, and disagreeable.

If the boy shows any precocious characteristics, get them out of him at any cost. Train his precociousness into something of better quality. Help him to turn his smartness into staple usefulness.

If taken in time, the precocious boy frequently becomes a boy of strong and permanent character; but if his precociousness is allowed to continue, he stands little or no chance of ultimate success.

Boys, don't be smart, as smartness goes. Be something worth while; work for permanency; don't be of sufficient-unto-the-day smartness; be great in ambition, strong in energy, fervent in faithfulness.

Something for Nothing

"Nature Forbids"

"SOMETHING for nothing" never was, isn't, and never will be a part of business or of anything else worth having. Really, there isn't such a thing as something for nothing. Even a gift to a friend is not something for nothing, because the receiver reciprocates, or should reciprocate, by rendering appreciation, or the present represents an acknowledgment for past favors.

Everything travels in circles, and the good of it, like the power of electricity, is in the mutuality of connection, and in this connection that which is given becomes absorbed or paid for

This is a compensatory world, although apparently many of us do not appear to receive our just deserts, but in the grand wind-up of affairs, this world being considered but a link in the chain of existence, something will be received for something and nothing will get nothing.

No firm worth working for, ever intentionally and continuously pays a boy more than a boy is worth to it; and every reputable business house intends to give its employees what they are worth in the maintenance and development of the business.

Many a boy starting in life surprisingly discovers that he is receiving in money less than was paid or is paid to another for apparently similar services, and he becomes dissatisfied.

The boy for many years after entering business is a learner as well as a worker, and his employer is his teacher. Although he may seemingly be doing as much as his predecessor did he cannot be rendering so valuable a service.

Responsibility requires experience. This experience the boy has not had, no matter how bright he may be; and until he gains it, he cannot render the service of dependableness. He may appear to do as much work, but until he has been trained, he must be watched and directed, and this watchfulness and direction on the part of his employer or of the head of the department reduces the actual value of the boy's services.

Responsibility requires experience, and the ability to assume responsibility is worth more in any market than mere work in itself.

The chief engineer of a great ocean greyhound does not keep watch, really has no specific duties, and may seldom visit the engine room; yet he rightly receives much more than is given to any one of his assistants who really do all, or nearly all, of the active work. The chief engineer is not paid for what he does, but for what he can do — for his capacity to assume responsibility.

The boy must add to his early salary the worth of what he is receiving in the way of knowledge and experience.

A boy working for a respectable house will be paid for what he is worth, no more and no less, and when experience gives him the right to assume responsibility, his capacity will be recognized by proper promotion.

Success in any calling depends on the mutuality of benefit to all concerned. The boy at the start must not consider the wages he receives as his entire remuneration. It may not represent a quarter of what is being given him. He is learning, and so long as he is as much of a learner as a worker, what he learns is a part of his pay.

A Symposium of Success

"Composite Pictures of Truth"

THE following pages are devoted to a recapitulation of the facts and opinions given by the 319 Men of Mark, whose answers to the 25 vital questions upon success-making appear in the following chapter, entitled "The Voice of Distinguished Experience."

This summary is presented in easy tabulated form as a material aid in the study of the many thousands of authoritative answers.

It is obvious that complete accuracy in such tabulation is impossible, except where the answers are definitely "Yes" or "No;" but it is believed that the errors of judgment are slight and unimportant and do not materially affect the correctness or value of the conclusions.

The reader is earnestly urged to read and study each answer by itself, irrespective of these tables of collective result, which are given for what they may be worth as accessories to the answers themselves.

Question I

To what one thing, or to what two or more things, do you attribute your success?

Whole number answering this question . . 283

The following recapitulation presents in concentrated brevity the gist of the answers, except that no account is taken of a reason given by less than five of the answerers. The answers should be read in their entirety, for in no other way can one, even with the help of the following table, appreciate their full value and meaning.

Perseverance, stick-to-itiveness, constancy, etc.	66
Application	59
Hard work, capacity for, love for, etc.	54
Industry	28
Honesty	25
Love for chosen work, adaptability for, etc.	23
Faithfulness	22
Good health	22
Good training	21
Concentration	20
Earnest desire to succeed, ambition, and other fixed purpose not specified here	19
Prompt use of opportunities	19
Education and thoroughness of preparation	17
Devotion to duty	16
Good habits	16
Good inheritance	16
Dependence upon one's self	15
Diligence	14
Helpful environment and helpfulness of friends	13
Making use of a recognized talent or ability	11
Economy	10
Favor of Providence	10
High ideals	10
Determination	8
Energy	8
Common sense	6
Influence of a good wife	6
Association with superiors	5
Favorable circumstances	5

"Perseverance," "capacity for work," "love for work," "application," "hard work," "stick-to-i-tive-ness," "constancy," "industry," "honesty," "adaptability," "good health," "good training," "concentration," and "faithfulness," "earnest desire to succeed," "ambition," and other fixed purpose, are altogether given 359 times, and many of the other

reasons given are analogous to these. It would appear that they are essential to success; and that certainly all the other reasons given are either necessary or decidedly beneficial. Because only 25 specify "honesty" as a reason for their success cannot in any way be construed as against honesty in business, for honesty is understood or expressed in nearly all of the reasons presented. For instance, one cannot be faithful without being honest, nor can he be devoted to duty; and honesty is an element of perseverance and stick-to-a-tive-ness. Only three mention *good luck* as contributing to their success.

Question II

In choosing a trade, business, or profession, would you advise the boy to enter the one for which he has a decided preference?

Whole number answering this question	312
Affirmatively	
"Yes," without qualification or comment	162
"Yes," with emphasis	16
Equivalent of "Yes," "By all means," "Usually," etc.	37
	215
"Yes," with qualifications, conditions, or explanations	74
	289
Negatively	
Inclined to "No," but not positive	9
Non-committal, neither "Yes" nor "No"	14
Deducting the "non-committals," the opinions stand: —	
In favor of a decided preference for one's calling	289
Actually opposed	none
Partially opposed	9

It may, then, be recorded as a "law of success" that a decided preference is advisable in choosing a trade, business, or profession.

Question III

In your opinion, is a pronounced preference for any calling necessary to full success in it?

Whole number answering this question	314
Affirmatively	
"Yes," without qualification or comment	56
Affirmatively other than saying "Yes," but meaning "Yes," as "Decidedly so," "Absolutely so," etc.	31
"Yes," with explanations and modifications	28
Affirmatively inclined, but not a decided "Yes"	16
	131
Negatively	
"No," without qualification or comment	86
Negatively other than actually saying "No," but meaning "No"	38
Negatively, "No," with explanation or modification and "Not necessarily, but helps," "Not always," etc.	14
Negatively inclined, but not a decided "No"	42
	180
Non-committal	3

Deducting the "non-committals," the opinions stand: —

Belief that a pronounced preference is necessary for full success in any calling	131
Actually opposed	124
Partially opposed	56
Actually and partially opposed	180

With 131 considering a pronounced preference for any calling necessary for full success in it, and 180 not so inclined, a decided preference for one's calling evidently cannot be accepted as "necessary," however "advisable" and "beneficial" it may be. It will be noticed that this result is in no wise inconsistent with that obtained in Question II; one pertains to "advisability," the other to "necessity."

Question IV

Do you consider it wise for the parent to force the boy into any calling against the boy's will, provided the boy has a definite preference and a probable adaptability for some other?

Whole number answering this question	311
Affirmatively	
"Yes"	none
Admitting possibility of advisability	7
Non-committal	7
Negatively	
"No," without qualification or comment	202
"No," emphatically, as "Under no circumstances"	24
Equivalent to "No"	39
"No," with explanation or qualification	27
Advising persuasion	5
	297

Deducting the "non-committals," the opinions stand: —

In favor of the parent forcing the boy into any calling against the boy's will, provided the boy has a definite preference and a probable adaptability for some other	none

Admitting possibility of advisability . 7
Opposed 297

It may be "recorded as a law" that under no circumstances is it wise for the parent to force the boy into any calling against the boy's will, provided the boy has a definite preference and a probable adaptability for some other.

Question V

Would you advise the country boy to go to a great city, if his home is in a sparsely settled district where there is little or no opportunity for business?

Whole number answering this question . . 264

Affirmatively

"Yes," without qualification or comment . 66
Equivalent of "Yes" 10
Inclined to "Yes:" "Yes, unless he can make himself valuable at home," "If he has right stuff," "Yes, for boy of remarkable ability," "If he doesn't like farming," "If he wants to go," "If he has ambition and capacity," "If capacity for business," "The right kind of boy's only chance," "If he has brains and industry," "Generally, yes," "For great success, yes," "If he can work and wait, yes," "Not until educated," etc. . . . 63

139

Negatively or Conditionally

"No," without qualification or comment . 5
Inclined to "No:" "Not unless specially qualified," "Average country boy, no," "Usually, no," "Only for money-making, better things than business," "Only

if he has an opening or influence," "Only if character is founded," "Only if fitted for larger field," "Only if he has support while getting start," "Sometimes, not usually," "If he desires greater success than home affords, all boys are not fitted," etc.	67
"Go to small city first"	16
"Go to active small town first" . . .	11
"Go to best place for development," "There's more in the man than in locality," "Perhaps, but it is wise to keep out of great city," "Many boys would have done better at home," "Yes, but not necessarily great city," "If city is crowded city boy should go to country," "Don't change until ground is understood," etc. . .	13
	112
Non-committal	13

Deducting "non-committals," the opinions stand: —

Unqualifiedly in favor of the country boy going to a great city, if his home is in a sparsely settled district where there is little or no opportunity for business .	76
In favor under conditions . . .	63
	139
Unqualifiedly opposed	5
Qualifiedly opposed	107

Five out of a total of 264 say "No" without qualification or comment; 76 are unqualifiedly in favor of a great city; 63 recommend his leaving home, "if he is bright, smart, of remarkable ability, ambitious, wants to go, has brains and industry, doesn't like the farm," etc.; 67 are not generally in favor of the great city and advise him to go there only under expressed conditions;

16 suggest the small city first; 11 the active small town first; 13 are non-committal; 13 advise him to "go where there is opportunity for development," etc., but not necessarily a great city.

It would appear that the consensus of opinion is substantially in favor of the boy's leaving home, if he is in a sparsely settled district where there is practically no opportunity; but this decision need not be taken to mean that the boy should leave home, or go to a large city, without thoroughly sifting home opportunities and becoming assured that there is little or nothing for him there. Neither must this result be considered as antagonistical to farming, provided the boy does not have a positive dislike and incapacity for it. Except in the western part of the West, there are few sparsely settled districts far removed from country centers and small cities, and these local centers of business are seldom as over-crowded as is the metropolis, and almost always present better opportunities, both at the start and for permanency, than are obtainable in great cities. The leap from the sparsely settled district into the turmoil of the crowded metropolis is a complete change, and many a boy making it is ruined physically or morally, or both, before he has become acclimatized.

There can be no question but that the boy in the sparsely settled district, where there is little opportunity for business, and who has good reason for not remaining on the farm, should leave his home and begin his livelihood-making in some other locality, but the great city need not be his goal. See answers to Question VI.

Question VI

Would you advise the country boy to go to a great city, if his home is in a progressive town or small city where there are good or fair business opportunities?

Whole number answering this question . . 286

Affirmatively

"Yes," without qualification or comment .	4
Equivalent of "Yes"	2
"Yes, if he wants to," "If he has determination," "For a while, then return" . .	8
	14

Negatively

"No," without qualification or comment .	119
Equivalent of "No"	20
Inclined to "No:" "Only when he can see his way clearly to betterment," "Not until he has outgrown his town," "Not if good opportunity at home," "Would always discourage it," "Usually no," "Not unless specially fitted," "Begin at home," "Only in exceptional cases," "Not as boy," "He will be happier at home," "Only if of unusual ability," etc.	105
	244

Indefinitely

"Depends on chances," "Be where duty calls," "Think twice," "Chances equally good where there are openings," "First learn farming," "Follow law of his natural gravitation," etc.	28

When 286 representatives of solid success and practical experience come together to vote upon the question as to whether or not it is advisable for the country boy to go to the great city, if his home is in a progressive town or a small city where there are good or fair opportunities; and only 4 of that number advise him to leave his progressive home-town for the great city; only 8, under qualification, recommend such a move; 139, without qualification or comment, advise him to stay where he is; 105 are like minded; and 28 are

either non-committal or indefinite; it would seem that another "law of action" had been established, and that the boy in the progressive town or small city, where there are good or fair opportunities, had better stay where he is than to take chances in a great city, unless there be unmistakable reasons for the change.

Question VII

If the farmer's boy does not like farming, should he, in your opinion, be kept on the farm?

Whole number answering this question . .	290
Affirmatively	
"Yes," without qualification or comment .	3
Inclined to "Yes:" "The best career for majority," "Perhaps boy needs farm discipline," "Farm is good place for boy," "Early dislikes apt to be fanciful," "Ordinarily, yes," "Farming should be made attractive by proper instruction," etc.	19
	22
Negatively	
"No," without qualification or comment .	147
Equivalent to "No"	11
Inclined to "No:" "Where dislike is genuine, no," "Not if he dislikes it after agricultural college or scientific training," "Not if he knows what he wants to do," "Not by force," "Generally, no," "No, if duty doesn't hold him there," "Not if he has aptitude for other work," "If lazy the farm is no place for him," "Not if he has ability, ambition, industry, and capacity," "Until character is formed," "Not unless fair promise for success elsewhere," "Yes, until sure of his aversion," "Until other good opportunity offers," etc. .	89
	247

Indefinitely

"Depends on chances, and ability," "Let them try to make him like it," "Dislike is not a good reason for change," "Let him choose his life and take the responsibility," etc. 17

Non-committal 4

Deducting the "non-committals and indefinites," the opinions stand: —

Not in favor of keeping the boy on the farm if he does not like farming . 158

Of the same mind, but with some qualifications 89

In favor of keeping the boy on the farm if he does not like farming . 3

Inclined to keep him on the farm if he does not like farming . . . 19

The almost unanimous opinion is decidedly in favor of not keeping the boy on the farm if he does not like farming; only three out of a total of 290 unqualifiedly approving of the boy being kept on the farm if he does not like farming. It would seem, then, that no parent, guardian, or anybody else should keep any boy on the farm who does not like farming.

Question VIII

Do you consider strict honesty necessary to business success?

Whole number answering this question . . 312

Affirmatively

"Yes," without qualification or comment . 115

"Certainly," "I do," "Absolutely," "Most assuredly," and other answers definitely meaning "Yes" 99

"Yes, for the best success," "True success," "Real success," "With good citizenship," "Accompanied by tact," "Money doesn't mean success," etc.	26
"Yes, for permanent success"	18
"Not always for money-getting, but best in every sense"	12
	270

Negatively

"No," without qualification or comment	7
"Riches can be got without it; but necessary to true success"	3
"Not for money-getting"	4
"Strict honesty is not necessary to business success; but business success is not necessary; honesty is," "No, but honesty is the best policy," "No, unless an employee," "No, but necessary to self-respect," "I do not think it is," "No, but the dishonest man is not respected," "No, but honesty should be the rule," etc.	20
	34

Indefinitely

"In details, yes; not always in great matters," "Not always," "It ought to be," "Yes and no," "Business success frequently comes from dishonesty," "Yes, honesty according to the business standard"	8

Deducting the "indefinites," the opinions stand: —

Considering strict honesty necessary to business success	214
So considering, but with comments and qualifications	56
	270

Not considering strict honesty necessary to business success	7
Similarly minded, but with qualifications .	27
	34

Since by so large a majority strict honesty is considered necessary to business success, it may be accepted as a fact that dishonest business methods are opposed, if not fatal, to business success. The opinion of the fair-sized minority, who do not deem strict honesty necessary to business success, is, however, worthy of the deepest thought and consideration. But it must be noted that none of these dissent from the opinion that strict honesty is necessary to *success*. They seem to feel that strict honesty may not be essential to *business success* — that is, money-making alone; but those who so express themselves are careful to qualify their statements by the assertion that honesty is necessary to the accomplishment of anything worth doing, and that the success due to, or accompanied by, dishonesty is not true or permanent success or the kind of success worth striving for.

Question IX

Do you consider persistent application necessary to success?

Whole number answering this question . .	313
Affirmatively	
"Yes," without qualification or comment .	181
Equivalent of "Yes:" "A most necessary requisite," "As a rule," "Intelligent persistence," "In 99 out of 100," "For great success," etc.	125
	306
Negatively	
"No," without qualification or comment .	1

Non-Committally or Conditionally

"Success may come with the turn of the wheel," etc.	6

Deducting the "non-committally or conditionally," the opinions stand: —

That persistent application is necessary to business success, "Yes," without qualification or comment, "Equivalent to Yes," etc.	306
Opposed	1
Non-committally or conditionally .	6

When 306 out of a total of 313 consider persistent application necessary to success, and only one positively dissents from that opinion, and only six cast a negative-conditional vote, "persistent application a necessity to success" may be accepted as a "law of success-making."

Question X

Do you think that one must love his work to be successful at it?

Whole number answering this question . .	314

Affirmatively

"Yes," without qualification or comment .	126
Equivalent of "Yes"	18
"In the highest sense (for best success) .	26
"99 cases in 100," "Yes, as a rule" . .	19
"Must love work, or learn to love it" . .	11
"Yes, or recognize its usefulness," "Desirable"	4
	204

Negatively

"No," without qualification or comment .	20
"No, not if career is a useful one with chance for diligence," "No, he need only be apt in it," "Not if diligent and versatile," etc.	4
	24

Conditionally

"Not necessarily"	25
"No, but success more likely, easier, or better"	16
"Not always," "No, but for boy's best success he must do work that he loves," "Important, but not essential," "He can do best what he loves," "Can be successful without great love if he takes interest," "He is much more likely to succeed," "To a reasonable degree," "Enjoyment of it helps success," "Not entirely, if faithful," etc.	45
	86

The consensus of opinion stands: —

Unqualifiedly of the opinion that one must love his work to be successful at it .	126
Of substantially the same opinion . .	18
Affirmatively inclined	60
"Not necessarily," "But success more likely, easier or better," etc. . .	41
Conditionally	45
	290
Unqualifiedly of the opinion that one need not love his work to be successful at it . .	20
Negatively inclined	4
	24

With 204 of a positive or general belief that one must love his work to be successful at it; with only 20 unqualifiedly contra-minded; with but 25 voting, "Not necessarily;" and with 61 in favor under specified qualification or with explanation; it would appear that one *must* love his work to be successful at it, or at any rate *should* love his work to be successful at it, and that the fulness of success is either impossible or improbable without love for one's work.

Question XI

Which, in your opinion, contributes the more to success, ability or experience?

Whole number answering this question	289

Ability

"Ability," without qualification or comment	105
Equivalent of "Ability"	29
"Ability, experience helps," "Usually ability"	9
"Ability can soon acquire experience"	11
"Both important, ability first"	9
	163

Both Ability and Experience

Both, without qualification or comment	9
Equivalent of "Both"	50
"In early years ability, later experience"	1
	60

Experience

"Experience," without qualification or comment	30
Equivalent of "Experience"	4
"Both important, experience first," etc.	15
"Experience develops ability"	8
	57
Non-committal or indefinite	9

Deducting the "non-committals," "indefinites," and "boths," the opinions stand: —

Unqualifiedly in favor of "Ability"	105
Substantially of same mind	29
In favor of ability	29
	163
Unqualifiedly in favor of "Experience"	30
Of similar mind	27
	57

With 163 of the opinion that "Ability" contributes more to success than does "Experience," against 57 in favor of "Experience," "Ability" evidently may be given high ranking consequence. The large majority for "Ability," of course, cannot be construed to minify "Experience." The question is comparative, "Does ability contribute more than experience," and the overwhelming majority say, "Ability;" but do not necessarily intend to under-value "Experience." Without question both are needed, and success depends upon the right combination of both. The answers to the following question are pertinent to this question.

Question XII

Do you think that ability without experience can accomplish success?

Whole number answering this question . .	294
Affirmatively	
"Yes," without qualification or comment .	60
"Yes, ability will soon acquire experience" .	33
Equivalent of "Yes"	9
"Yes," with comment and explanations .	25
"Yes, although experience is a help," etc. .	24
	151
Negatively	
"No," without qualification or comment .	37
Equivalent of "No"	5
"Not often," "Seldom," "Doubtful," etc. .	17
"Success comes with experience," etc. . .	11
	70
"Both necessary"	23
"Not great success"	13
"Occasionally," "Sometimes," etc. . .	16
"There must be some experience," etc. .	21
	73

The opinions stand as follows: —

That ability without experience can accomplish success	151
Contra-minded	70
Both necessary	23
Not great success	13
Occasionally, etc.	37

It would appear that ability without experience *can* accomplish success; that both are necessary to the full rounding-out of complete success. The action of ability naturally creates experience, consequently experience catches up with ability and becomes a co-partner with it in success-making. The consensus of opinion would, however, indicate that ability alone is worth more than experience alone, experience intensifying and aiding ability; that is, giving ability opportunity for its development. Evidently experience without ability is not capable in itself of reaching more than ordinary attainment.

Question XIII

Would you advise the boy to go to college, if he intends to enter business?

Whole number answering this question	300

Affirmatively

"Yes," without qualification or comment	87
Equivalent to "Yes"	25
"Yes, if possible, if he has time, money," etc.	53
"If he will apply himself"	13
"If he wants to and likes study"	12
"If he has the capacity," "Yes, generally," "College or technical school," etc.	33
	223

Negatively

"No," without qualification or comment	38
Equivalent to "No"	5
"Not as a rule" and "Not necessarily"	10
"Business course" or "high school enough"	6
	59

Indefinitely

Non-committal	7
"Not unless some one will help him when he graduates," "Get a good education"	11
	18

Deducting the "indefinites," the opinions stand:—

Unqualifiedly in favor of a college course for the boy intending to enter business	112
Substantially in favor	111
Unqualifiedly opposed	43
Qualifiedly opposed	16

When 223 out of 300 advise the boy to go to college if he intends to enter business, and only 59 are opposed to such a course, the advisability of a boy's attending college if he intends to enter business would seem to be no longer a debatable question, except where there are weighty reasons against it. The question of *necessity* is not under discussion; the *advisability* alone is considered. A college course undoubtedly is not a *necessary* preparation for a business life, but that it is an advisable one is evident.

Question XIV

Would you advise the boy to go to college, if he intends to learn a mechanical trade?

Whole number answering this question	294

Affirmatively	
"Yes," without qualification or comment .	50
Equivalent of "Yes"	22
"Yes," "If possible," "If he has time," "If he has money," etc. . . .	69
	141
Negatively	
"No," without qualification or comment .	80
Equivalent of "No"	6
"No, as a rule," "Not necessary," etc. .	24
"Technology or scientific school" (instead) .	38
	148
Non-committal	5
Deducting the "non-committals," the opinions stand: —	
In favor of college for boys intending to learn a mechanical trade . .	141
Opposed	148

The "Noes" exceed the "Ayes," yet it appears that the consensus of opinion is in favor of higher education for boys who intend to enter mechanical trades. Of the negatives, 38 recommend technology or scientific school, instead — all higher institutions of learning — and the unqualified "Noes" do not go on record as against any advanced course save that of college. Under Question XV there is almost complete unanimity in favor of the technical institute. It may, therefore, be accepted that a higher education, technical preferred, is advisable for those intending to enter mechanical trades.

Question XV

Would you advise the boy to go to technical school if he intends to learn a mechanical trade?

Whole number answering this question . .	305

Affirmatively	
"Yes," without qualification or comment .	186
Equivalent of "Yes"	45
"Yes, generally," "If he has capacity," etc.	58
	289
Negatively	
"No," without qualification or comment .	8
Negatively inclined	2
	10
"Sometimes"	3
Not definite	3
	6

Deducting the "not definites," the opinions stand: —

In favor of the boy attending a technical school if he intends to learn a mechanical trade	289
Opposed	10
Partially in favor or not definite . .	6

The opinion is sufficiently close to unanimity as to establish an "educational law" in favor of technical school training for any one who intends to take up a scientific or mechanical calling.

Question XVI

Would you advise the boy to go to college, if he intends to enter a profession?

Whole number answering this question . .	309
Affirmatively	
"Yes," without qualification or comment .	198
Equivalent of "Yes"	38
"Yes," with emphasis, "Indispensable," etc. .	46
	282

"Yes, if possible," "Almost always," "If he has capacity," "College training helps," etc.	24
	306

Negatively

"No," without qualification or comment	1
"No," with qualifications	2

Deducting the two qualified "Noes," the opinions stand: —

In favor of college for a boy intending to enter a profession	306
Unqualifiedly opposed	1

There appears to be no question as to the advisability of a college education for one intending to enter the professions.

Question XVII

Do you think it wise to force the boy into college against his will?

Whole number answering this question	301

Affirmatively

"Yes," without qualification or comment	10
Equivalent of "Yes"	6
"If lazy, yes," "Very likely," "Yes, for a time," etc.	10
"Sometimes"	11
	37

Negatively

"No," without qualification or comment	161
Equivalent of "No"	44
"Not usually," etc.	13
	218

	Conditionally
"Persuade, influence, use pressure, guide" .	23
"Give him an opportunity to understand and let him choose for himself," "He will never regret it," etc.	23
	46

Omitting the "conditionally," the opinions stand: —

Unqualifiedly in favor of forcing the boy into college against his will .	10
Somewhat in favor	27
Opposed	218

With only 10 unqualifiedly in favor of forcing the boy into college against his will, it may be accepted that coercion or force in this direction is wrong or unwise, and should not be exercised. There can, however, be no objection to the earnest use of persuasion, proper influence, and advice.

Question XVIII

If the boy has no preference, and is only an ordinary boy, with little ambition, would you advise him to enter a trade, a business, or a profession?

Whole number answering this question . .	278
"Trade," without qualification or comment .	97
Equivalent of "Trade," with qualification or comment	37
	134
"Business," without qualification or comment	13
Equivalent of "Business," with qualification or comment	7
	20

"Trade or business," without qualification or comment	14
"Trade or business," with qualification or comment	18
	32
"Profession"	3
"Trade or profession"	1
"Arouse his ambition, wake him up"	13
"Agriculture and ranch"	6
"Army or Navy," "Laborer," etc.	49
Indefinitely	20

The opinions stand: —

In favor of a trade	134
In favor of a business	20
In favor of trade or business	32
In favor of a profession	3

It appears that a trade is best for an ordinary boy of little ambition.

Question XIX

Would you advise a young man of experience and ability, at a fair salary, to go into business for himself in the line of his experience, provided he has sufficient capital?

Whole number answering this question . . 284

Affirmatively

"Yes," without qualification or comment	141
Equivalent of "Yes"	39
"Yes, generally"	4
"Yes, if circumstances are favorable," "If he has capacity, "If ambitious," etc.	56
	240

"Be sure of himself, first"	5
	245

Negatively

"No," without qualification or comment .	3
"No, as a rule"	4
"No," "Work for large house; more likely to be profitable and sure," "Wait for partnership in present business" . .	7
	14
Non-committal or indefinite	25

Deducting the "non-committals or indefinites," the opinions stand: —

In favor of a young man of experience and ability, at a fair salary, going into business for himself in the line of his experience, provided he has sufficient capital	180
In favor, under conditions . . .	65
Actually opposed	3
Partially opposed	11

It may be accepted that it is advisable for a young man of experience and ability, now receiving a fair salary, to go into business for himself in the line of his experience, provided he has sufficient capital.

Question XX

Would you advise a young man of experience and ability, at a fair salary, to go into business for himself in the line of his experience upon borrowed capital?

Whole number answering this question . .	273

Affirmatively

"Yes," without qualification or comment	40
Equivalent of "Yes"	12
"Under exceptional circumstances," etc.	24
"Not without some (half) of his own money"	11
"Only if of exceptional ability"	8
"Debt sometimes is a good thing"	7
"Yes, providing on good terms"	6
"If sure of himself with good reason"	6
"If he has pluck, health, and energy," "Only on expert advice," etc.	15
	129

Negatively

"No," without qualification or comment	58
Equivalent of "No"	27
"Ordinarily no, probably not, not usually," etc.	16
"Not if he has fair salary," "Would take big risks," "Seldom," etc.	16
	117

Indefinitely

"Depends," "Yes and No," etc.	27

Deducting the "indefinites," the opinions stand: —

Unqualifiedly in favor of a young man of experience and ability, at a fair salary, going into business for himself in the line of his experience upon borrowed capital	40
In favor under conditions	89
Unqualifiedly opposed	58
Qualifiedly opposed	59

It appears that 52 unqualifiedly advise a young man of experience and ability, at a fair salary, to go into business for himself in the line of his experience upon

borrowed capital; and that 85 are unqualifiedly opposed to such action; that 129 are qualifiedly or unqualifiedly in favor; and 117 are qualifiedly or unqualifiedly opposed. The affirmatives and the negatives substantially balance; but the qualifications, comments, and advice presented indicate that borrowed capital is both safe and unsafe; advisable and inadvisable; frequently, if not always, attended by risk. It may therefore be set down as a rule that capital should not be borrowed unless the borrower has either good material collateral or probable opportunity and recognized ability and stability. Borrowing is safe and advisable only when it pays to borrow, and it does not pay to borrow unless the probable opportunity and evident ability of the borrower are the equivalent, or close to the equivalent, of material collateral.

Question XXI

To what one great cause, do you think, more than to any other, is due the majority of failures?

Whole number answering this question . . 287

An absolutely accurate recapitulation or tabulation of the replies to this question is impossible, on account of the great variation in the expression of opinion. It is obvious that it would not be possible to answer this question by "Yes" or "No," nor could the answerers be expected to follow any set form of wording. The following attempted recapitulation is presented for what it may be worth as giving the general scope of the replies. In the compilation an attempt has been made to consolidate similar words and expressions; for instance, "lack of persistence" and "lack of perseverance" are grouped under the latter heading; any expressions meaning bad habits, under "bad habits;" and such expressions as "lack of honesty," "dishonest practices," etc., under the head of "dishonesty" or

"lack of integrity." The figures following each word or expression represent the number of times the reason appears, either in words or in substance.

Bad habits	18	Lack of good advice	1
Bad luck	1	„ „ health	2
Behind the times	1	„ „ integrity	12
Borrowed capital	1	„ „ interest	1
Carelessness	11	„ „ judgment	36
Circumstances	2	„ „ patience	4
Competition	3	„ „ perseverance	18
Credit	3	„ „ politeness	1
Debt	5	„ „ self-control	1
Dependence upon luck	2	„ „ self-reliance	3
Desire to make money fast	11	„ „ sense	4
Diffuse effort	5	„ „ sense of responsibility	2
Dishonesty	10	„ „ stability	4
Extravagance	33	„ „ stick-to-itiveness	5
False pride	2	„ „ tact	1
Ignorance	7	„ „ thoroughness	4
Imprudence	1	„ „ thrift	1
Imitation of others	2	„ „ training	12
Inattention to details	5	Laziness	27
Incapacity	7	Lying	1
Indecision	2	Mismanagement	2
Indifference	2	Mother's love and kindness	1
Insincerity to one's self	1	Neglect of business	8
Intemperance	9	Out of place	1
Lack of ability	23	Over ambition	1
„ „ adaptability	1	Over-confidence	7
„ „ ambition	6	Poor system	1
„ „ application	54	Selfishness	3
„ „ brains	2	Shiftlessness	2
„ „ business ability	1	Slack-twistedness	1
„ „ capital	9	Speculation	14
„ „ caution	1	Stupidity	1
„ „ character	5	Tendency to change	2
„ „ concentration	4	Thoughtlessness	1
„ „ conservatism	2	Too rapid expansion	1
„ „ courage	6	Unfaithfulness	3
„ „ encouragement	1	Unwillingness to pay the price of success	1
„ „ energy	12	Vanity	3
„ „ experience	14	Going into wrong things	2
„ „ foresight	4		

Question XXII

Which do you consider the best six books for the boy to read?

Whole number answering this question . . 191

The figures given after each title denote the number of persons recommending the book or author. The arrangement is in accordance with the frequency of the recommendation. The names of books and authors are tabulated just as they are given by those who recommend them, and the author's name does not follow the book-title unless it is given by the recommender.

Bible	125	John Halifax	4
Shakespeare	81	Kingsley, Charles, Works of	4
United States History	43	Pushing to the Front (Marden)	4
Histories, Ancient and modern	24	Sciences, Good books on the	4
England, History of	22	Uncle Tom's Cabin	4
Lincoln, Abraham, Life of	20	Up from Slavery (Booker T. Washington)	4
Robinson Crusoe	19	What a Young Boy Ought to Know (Stall), (The whole series)	4
Biographies of best, great, and successful men	18	David Copperfield	3
Pilgrim's Progress	18	Don Quixote	3
Washington, George, Life of	16	Innocents Abroad	3
Plutarch's "Lives"	15	Magazine, A good	3
Scott	14	Physiology, Work on	3
Dickens	13	Proverbs, Book of	3
Franklin, Benjamin, Life of	12	Roman Empire, History of (Gibbon)	3
Best books on the boy's business or profession	11	Rome, History of	3
Tennyson's Poems	11	Story of a Bad Boy (Aldrich)	3
American poets, Longfellow, Whittier, Holmes, Bryant, Lowell	10	Tale of Two Cities	3
Les Misérables	10	Travel, Works on	3
Self-Help (Smiles)	10	Wild Animals I Have Known (Seton)	3
Tom Brown's School Days	10	Aesop's Fables	2
Emerson's Essays	7	Alexander the Great, Life of	2
Macaulay	7	American Commonwealth (Bryce)	2
New Testament	7	Astronomy (Young)	2
Arabian Nights	6	Cæsar, Life of (Froude)	2
Dictionary	6	Captains Courageous	2
Ivanhoe	6	Coffin's, C. C., Historical Works	2
Leather-Stocking Tales (Cooper)	6	Dumas, A., Works of	2
Milton, Works of	6	Eliot, George, Works of	2
Best Poetry	6	Empire of Business (Carnegie)	2
Thackeray	6	Encyclopedia Britannica	2
Bacon's Essays	4	Getting On (Matthews)	2
Ben Hur	4	Holmes, O. W., Works of	2
Commentaries on Common Law (Blackstone)	4		
Iliad and Odyssey, Translations of the	4		

Howard, John, Life of . . . 2
Hygiene 2
Jungle Book, The (Kipling) . 2
Greece and Rome, Histories of 2
Lorna Doone 2
Man Without a Country, The . 2
Mathematics, Books on . . 2
Message to Garcia (Hubbard). 2
Napoleon, Life of 2
Origin of Species (Darwin) . 2
Politeness, Book on . . . 2
Political Economy, Works on . 2
Sketch-book (Irving) . . . 2
Sociology, Works on . . . 2
Spelling-book, A good . . . 2
Stevenson, George, Life of . 2
Student's Manual (John Todd) 2
Swiss Family Robinson . . 2
Thoughts (Marcus Aurelius) . 2
Thrift (Smiles) 2
Two Years Before the Mast (Dana) 2
Webster, Daniel, Speeches of . 2
Abbott's Histories 1
Adam Bede 1
Agriculture, good work on . 1
Alice in Wonderland . . . 1
American Congress, The (Moore) 1
American People, History of (McMaster) 1
America 1
American Statesmen, Lives of (36 vols.) 1
Aquinas, Thomas, Life of . 1
Architects of Fate 1
Benjamin on Sales 1
Best Humorists 1
Black Beauty 1
Blue Poetry Book 1
Book of Household Poetry (Ripley and Dana) . . . 1
Book of Snobs 1
Booth's Darkest England . . 1
Boys' Heroes (Hale) . . . 1
Brooks, Phillips, Sermons of . 1
Burns' Poems 1
Burritt, Elihu, Life of . . . 1
Business World (Carnegie) . 1
Cæsar 1
Carlyle 1
Character (Drummond) . . 1
Chronicles (Froissart) . . . 1
Cicero 1
Civil Government 1
Civil Government (Fiske) . . 1
Civilization, History of . . 1
Clay, Henry, Life of (Colton) . 1
Clews, Works of Henry . . 1
Code of his Own State . . 1
Coleridge, Works of . . . 1
Coming People (Dole) 1
Commercial Law 1
Common Prayer, Book of . . 1
Conduct of Life (Emerson) . 1
Confucius, Works of . . . 1
Crawford 1
Data of Ethics (Spencer) . . 1
Decision of Character (Foster) 1
Descent of Man (Darwin) . . 1
Destiny of Man (Fiske) . . 1
Drummond, Life of Henry . 1
DuChaillu, Works of . . . 1
Education (H. Spencer) . . 1
Education and Higher Life (Spaulding) 1
Elegy in a Country Churchyard (Gray) 1
Endeavors After a Christian Life 1
Economics, Works on . . . 1
Every-day Religion (Booth) . 1
Europe, History of 1
Fairy Tales (Grimm) . . . 1
Fairyland of Science (Buckley) 1
Familiar Quotations (Bartlett) 1
Faust, Goethe's 1
Finney, Charles G., Life of . 1
First Principles (H. Spencer) . 1
Fiske's Histories 1
French Revolution (Carlyle) . 1
Friendship (Hugh Black) . 1
Geography, A good . . . 1
Geographical Readers (Carpenter) 1
Gil Blas 1
Gladstone, Wm. E., Life of . 1
Goldsmith, Life of (Irving) . 1
Gough, John B., Autobiography of 1

Grammar, A. 1
Greek Heroes 1
Gulliver's Travels 1
Hamilton, Alexander, Life of 1
Hawthorne, Works of . . . 1
Henry Esmond 1
Henry, Patrick, Life of . . 1
His own cash-book 1
History of his own state . . 1
History of the American People (Gilman) 1
Home Influence 1
How to Get Along in the World (Matthews) . . . 1
I Can and I Will 1
Imagination, The (Goshen) . 1
Ingersoll, Robt. G., Works of 1
Inquisition, History of the (Lea) 1
Intellectual Life (Hammerton) 1
Johnson, Life of (Boswell) . 1
Journey to the Centre of the Earth (Verne) 1
Kenelm Chillingly 1
Kipling, Works of 1
Kite Trust 1
Knowledge is Power . . . 1
Koran 1
Law 1
Last of the Barons 1
Livingstone, David, Life of . 1
Lord Chesterfield's Letters to His Son 1
Louis Lambert (Balzac) . . 1
Manliness of Christ (Hughes) 1
Marietta 1
Marshall, John, Life of . . . 1
Masterman Ready 1
Men of Iron (Peyle) . . . 1
Merton 1
Modern Painters (Ruskin) . 1
Montaigne, Works of . . . 1
Mythology 1
Nature, Any 6 books on . . 1
Neighbor Jackwood . . . 1
Nineteenth Century, History of 1
Other Worlds than Ours (Proctor) 1
Our Country (Josiah Strong) 1
Parkman, Histories by . . . 1
Parsons on Contracts . . . 1
Persuasives to Early Piety . 1
Physical Culture 1
Physics 1
Plato's Dialogues 1
Plato's Republic 1
Pleasures of Life (Lubbock) . 1
Political Economy (Mill) . . 1
Poor Richard's Maxims . . 1
Pope, Alexander, Works of . 1
Presidents, Lives of Our (McClure) 1
Rabelais, Works of (Besant's translations) 1
Ready-Money (Mortiboy) . . 1
Religion, Works on . . . 1
Revival Lectures by Finney . 1
Rhetoric 1
Rise and Fall of the Confederacy (J. Davis) 1
Rise of the Dutch Republic . 1
Robin Hood (Ryle) . . . 1
Romola 1
Sanford 1
Sartor Resartus 1
School Reader 1
Scottish Chiefs 1
Self-Culture (Blakie) . . . 1
Silas Marner 1
Spencer, Works of 1
Stevenson's Essays 1
Stories of the Gorilla Country (DuChaillu) 1
Stories of Great Americans for Little Americans (Eggleston) 1
Story of sciences, inventions, literature and art 1
Story of the Odyssey (Church) 1
Strenuous Life (Roosevelt) . 1
Studies in Social Life . . . 1
Study of Sociology (Spencer) . 1
Successward 1
Taney, Chief Justice, Life of . 1
Thoughts on Personal Religion (Gouldburnt) . . . 1
Three Midshipmen (Kingston) 1
Trades, History of 1
Treasure Island 1
United States, Annual Statistics of 1
Vice Versa (Anstey) . . . 1
Victor Hugo, Works of . . 1

Virginibus Puerisque	1	Wonder Book (Hawthorne)	1
Virgil	1	Wordsworth, Works of	1
Wesley, John, Life of	1	Young Man's Guide (W. A. Alcott)	1
White Cross Library	1		
With Clive in India (Grant)	1		

Question XXIII

Would you advise the boy to habitually read a good daily paper?

Whole number answering this question	310
Affirmatively	
"Yes," without qualification or comment	185
Equivalent of "Yes"	90
"First and editorial pages," "Skim it," etc.	13
	288
Negatively	
"No," without qualification or comment	6
Equivalent to "No"	2
"Not under 15 years of age," etc.	14
	22

The opinions stand: —

In favor of the habitual reading of a good daily paper	288
Actually opposed	8
Partially opposed	14

The overwhelming majority advises the boy to habitually read a good daily paper. This almost complete unanimity of opinion establishes a "rule of positive advisability and of probable necessity." The good daily paper is the "Bulletin of Progress." Without it the army of civilization would move in the countermarching circles of unprogression, and modern men would have no sufficient clearing-house of knowledge. The good daily paper, with its perfection and imper-

fection, is an in-advance-representative of the people; always as good as, or better than, its constituency. It is the Power Superlative of human influence.

Question XXIV.

Upon general principles, would you advise the boy to enter his father's business?

Whole number answering this question . .	275
Affirmatively	
"Yes," without qualification or comment .	79
Equivalent of "Yes"	57
"Yes, if he likes it; has preference for it" .	35
"Yes, if his father made a success of it," etc.	18
	189
Negatively	
"No," without qualification or comment .	30
Equivalent of "No"	21
	51
Non-committal, indefinite, and "Sometimes," "Let the boy choose," etc. . . .	35

Deducting the "non-committals," the opinions stand: —

In favor of the father's business .	79
In favor, under some conditions . .	110
Wholly opposed	30
Partially opposed	21

The consensus of opinion is unmistakably in favor of the boy entering his father's business; but it does not appear to be pronounced enough to establish a "fact of success."

Question XXV

If all the boys in America were in session, and you were asked to telegraph a few words of advice, what would you say?

This is not a question, in a questioning sense, and cannot be recapitulated or tabulated. These replies are, however, in many respects the most valuable of all, and are the results of the deepest thought and attention. Each one by itself is a complete or a partial guide to success-making, and all together they present the concentrated advisory essence of superlative experience.

The Voice of Distinguished Experience

"Opinionists are afraid of Experience"

THE wise man receives as much advice as he gives. He assimilates and distributes. As he teaches, so is he taught. In his own isolated individuality he knows little, and is of little account; as a composite man he is of use to himself and to others.

By association we live, and by association we progress. Each of us, living by himself alone, would descend to the savage, and even to the animal. The opinion, or advice, of any experienced and authoritative individual is valuable, because it represents what he has learned from others, perfected by himself.

The composite advice of substantial authorities is well-nigh axiomatic. It establishes what may be considered a law of fact. For example, if more than a majority of educated, experienced, and capable experts are of the opinion that a certain theory should be accepted as a law, the community at large may safely acquiesce. If more than one-half of a considerable number of successful members of leading trades, businesses, and professions feel that a specific trait is necessary for full success in any direction, this opinion may be said to have established a fact, or what comes close to a fact. If the best educators, after years of experiment, come to the unanimous decision that one form, or method, is preferable to all others, foolish, indeed, would he be, who completely dissented from the judgment of so high a tribunal. What one thinks may be wrong, what a few think may not be right,

what an ignorant and inexperienced majority may decide upon, may be very far from the truth; but when a considerable number of representative men or women, after study, experience, and research, come together and render a more than majority decision, the outsider of the same mind need not question the correctness of his view, and he of a different opinion shows his conceit and ignorance, if he does not either accept the overwhelming evidence against him, or most deeply and reverently respect this authoritative judgment, however much it may differ from his.

That I might present to the boys of America, and to their parents, the "fact of experience," reduce theory to the minimum, and raise knowledge and practice to the maximum, I have requested America's leading men of recognized accomplishment, to answer a series of vital, broad, comprehensive, and specific questions. Every answer is representative of some superlative success, by a man who has won one, or more, of the races of life. They come from men of every trade, business, and profession; from men of great wealth; from men of great power; from men of great learning; from men of great experience; from men who have lived everywhere and have breathed the air of every condition; from men who were born rich and have always lived in luxury; from men who were born poor and have experienced every hardship; from men who have never failed; from men who have won success through failure; from scholars, men of mind more than of action; from great engines of energy; from experts of every class and grade; from men truly representative of every kind of endeavor, from the mine to the Capitol. Each individual gives his opinion, based upon his experience. Each set of answers, by itself alone, is an actual, living-picture of success; compositely, as one of hundreds, it is a part of a world-wide panorama of distinguished accomplishment.

These Men of Mark speak in no uncertain language.

They know where they stand. As they have won success, so they can help others to obtain it.

Each series of answers, alone, is worthy of the deepest consideration, and compositely they establish "facts of success."

While these great men have not antagonized any law of general principles, many attribute the rounding-out of their career to some one thing in particular, and no two would write in detail the same guide to accomplishment. No two pilots steer through exactly the same water, but every good pilot successfully reaches his harbor by following some accepted course, by keeping close to the middle of the channel, or away from the middle, if it be better, and by always avoiding obstructions. They follow the same rules of the road, but not necessarily the same actual course. These builders and holders of success, who, in this book, are really in session, who are presenting a great assembly of opinion, reached success by following accepted principles; and the expert opinion and advice of these men, taken in their composite entirety, may be accepted as an established guide to success and safety.

The questions asked were as follows: —

No. 1. To what one thing, or to what two or more things, do you attribute your success?

No. 2. In choosing a trade, business, or profession, would you advise the boy to enter the one for which he has a decided preference?

No. 3. In your opinion, is a pronounced preference for any calling necessary to full success in it?

No. 4. Do you consider it wise for the parent to force the boy into any calling against the boy's will, provided the boy has a definite preference and a probable adaptability for some other?

No. 5. Would you advise the country boy to go to a great city, if his home is in a sparsely settled district where there is little or no opportunity for business?

No. 6. Would you advise the country boy to go to a great city, if his home is in a progressive town or small city where there are good or fair business opportunities?

No. 7. If the farmer's boy does not like farming, should he, in your opinion, be kept on the farm?

No. 8. Do you consider strict honesty necessary to business success?

No. 9. Do you consider persistent application necessary to success?

No. 10. Do you think that one must love his work to be successful at it?

No. 11. Which, in your opinion, contributes the more to success, ability or experience?

No. 12. Do you think that ability without experience can accomplish success?

No. 13. Would you advise the boy to go to college, if he intends to enter business?

No. 14. Would you advise the boy to go to college, if he intends to learn a mechanical trade?

No. 15. Would you advise the boy to go to technical school, if he intends to learn a mechanical trade?

No. 16. Would you advise the boy to go to college, if he intends to enter a profession?

No. 17. Do you think it wise to force the boy into college against his will?

No. 18. If the boy has no preference, and is only an ordinary boy, with little ambition, would you advise him to enter a trade, a business, or a profession?

No. 19. Would you advise a young man of experience and ability, at a fair salary, to go into business for himself in the line of his experience, provided he has sufficient capital?

No. 20. Would you advise a young man of experience and ability, at a fair salary, to go into business for himself in the line of his experience, upon borrowed capital?

No. 21. To what one great cause, do you think, more than to any other, is due the majority of failures?

No. 22. Which do you consider the best six books for the boy to read?

No. 23. Would you advise the boy to habitually read a good daily paper?

No. 24. Upon general principles, would you advise the boy to enter his father's business?

No. 25. If all the boys in America were in session, and you were asked to telegraph a few words of advice, what would you say?

NOTE.—For the reader's convenience, these questions also appear upon a loose sheet, to be used in reading the answers.

Of Much Importance

The questions are numbered, and, to save space, the number, and not the question, is repeated in each set of answers. The questions appear upon the preceding pages. In each book is placed a loose sheet of questions, to assist the reader in following the answers. A few of the persons answering the questions preferred not to reply to all of them, and where this occurs, the number is omitted. Answers like, "Depends upon the boy," "Circumstances govern," etc., have been left out. The full individuality of the answers has been preserved by not subjecting them to other than proof-readers' correction. They have not been otherwise edited, either in construction or punctuation.

The names are intentionally not alphabetically arranged, and their order is promiscuous, to avoid the appearance of preference. To present them otherwise would have been unfair to the gentlemen, who so generously contributed from their store-houses of wisdom. In the Table of Contents, in the front of the book, under the heading, "The Voice of Distinguished Experience," the names have been indexed in alphabetical order.

John A. McCall

New York City. President, New York Life Insurance Co.

1. Determination.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Of course.
9. Yes.
10. Yes.
11. Experience.
12. Occasionally.
13. If he can go to college, he should do so irrespective of his calling.
14. I am a great believer in a college education.
15. Yes.
16. Yes.
17. I have found that most boys, irrespective of conditions in life, are averse to a long educational career, but the boy who has gone to college seldom if ever regrets the time given.
18. A trade.
19. Yes.
20. Indebtedness often makes a man's career, if he is governed by a determination to pay what he owes.
21. Lack of ambition.
22. The Bible, History of the United States, Shakespeare's Works, Plutarch's Lives, Sartor Resartus, Life of Thomas Aquinas.
23. By all means.
24. If the father has been successful in a professional career, the son may well follow in his footsteps, but otherwise, or outside of a profession, time and circumstances should control.
25. Be sober, truthful, honest, and energetic.

Hon. Charles E. Smith

Philadelphia, Pa. Editor-in-Chief, Philadelphia *Press*. Ex-Postmaster-General of the United States. Formerly United States Minister to Russia.

1. Chiefly to concentration, constancy, and common sense.
2. Yes.
3. Yes.
4. No.
5. Yes, if he has the right stuff.
6. He should follow the law of his own natural gravitation.
7. No.
8. Yes; necessary to true success.
9. Yes.
10. Yes.
11. Both are important, but ability first. Ability can make experience, but experience cannot make ability.
12. Yes, in many things.
13. Yes.
14. Would advise best available education preparatory to his trade.
15. Yes.

16. Yes.
17. No.
19. Yes.
20. Involves risks, but sometimes advisable.
21. Lack of constant attention.
22. Complete History of the United States; Samuel Smiles' Self-Help; Tom Brown's School Days; Life of Abraham Lincoln; Pushing to the Front, or Success under Difficulties; Les Misérables.
23. Yes.
25. To thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man.

Hon. Charles R. Flint

New York City. Treasurer, United States Rubber Co. Chairman, Finance Committee, Mechanical Rubber Co. Director in several banks and corporations. Ex-Consul-General of United States to Nicaragua and Costa Rica. Organized, Export Lumber Company.

2. Yes.
3. No.
4. No.
5. Depends on the boy; if boy of remarkable ability, go to the city; if not, stay at home.
6. Unless of very unusual ability would advise remaining at home.
7. Depends on ability.
8. Yes.
10. As a rule, not always.
11. Ability.
12. No.
13. Such an education is a most desirable equipment to him who can afford it and who will apply himself industriously to his studies. It will give him a broad knowledge that will prove valuable. It will sharpen his faculties. It will give him a general mental equipoise. It will lay the foundation for lasting friendship which in after life will be of great advantage, socially and in the business world. But if he cannot afford, weighing carefully his circumstances and the circumstances of his family, to pay for these advantages, he is much better off, both in a material and moral sense, by going early into business, than he would be if he consented to go through college at the expense of the comfort of others. Even when a young man is the son of rich parents, "A college education is not in all cases advisable as a preparation for a 'business career.'" It is only advisable if he applies himself and acquires the habit of methodical industry. If he does not, he should be taken out of college and put at the hardest work. Nothing else will make a man of him. As a rule, however, college failures are business failures. A great deal, after all, depends upon what the boy is able to get out of his college course. The important point is not, has the young man gone through college, but has college gone through him?
14. If he is industrious and ambitious, he is sure to succeed in this progressive country, whether he goes to college or not.
16. For a clergyman, a lawyer, or a doctor, a college education is not only advisable, but essential, if he is to take a front rank in his profession.
18. A trade.
19. Yes.
20. Yes.
21. Lack of ability; and those having ability, lack of conservatism; extravagance.
22. Bible, Shakespeare, Macaulay's Essays, American history, and books to cultivate the imagination. See Goshen on the Imagination.
23. *N. Y. Times*, best paper for one cent.
24. Not at first, but after making a place with strangers.

Remarks. There is "plenty of room at the top," and the number of men who can be thus occupied is comparatively small, and I repeat as my opinion, that most young men of average ability, whose families are in moderate circumstances, should content themselves with such an education as they can obtain in the city high school or the village academy, up to their seventeenth or eighteenth year, and then make life their university. They will have this satisfaction, that while they may be at some disadvantage, they are not thereby debarred from reaching the first places in the conduct of affairs; that the struggle itself is a school for the development of energy and character. It is as true now as ever, the opportunity does not make the man, the man makes the opportunity.

Charles W. Eliot, LL.D.

Cambridge, Mass. President, Harvard University. Author.

1. Good inheritance. Good health. Sticking to one job, begun young.
2. Yes.
3. No; the preference makes success more probable.
4. No.
5. Yes.
6. Depends on the chances he gets.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Ability will get experience.
13. Yes.
14. No.
15. School till 18.
16. Yes.
17. No.
18. Trade or business.
19. Yes.
20. Not without some capital of his own.
21. Lack of judgment.
23. To skim it.
24. Yes, if he likes it.

Henry Clews, LL.D.

New York City. Banker. Treasurer, American Geographical Society and Society for the Prevention of Cruelty to Animals. One of the founders, Union League Club, New York. Connected with many city institutions.

1. Eternal vigilance, application, and concentration of energies upon the matter in hand.
2. Certainly.
3. Not altogether, but in large measure.
4. No.
5. Yes.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes, by all means.
17. Certainly not.
18. A trade, or some business, better for such a youth.
19. Yes, if he sees no chance of being advanced or taken into the firm he is with.
20. Yes, providing he can get the capital for from three to five years as special capital.
21. Lack of ability and application.
22. The Bible, first of all, and study it well; Shakespeare's Works; history of his own country and good biographical works; 28 Years in Wall Street, also the Wall Street Point of View, by Henry Clews, LL.D.
23. Yes.
24. Better be in somebody else's.
25. Seek an occupation for which you think for a certainty you are adapted, then work, work, work, until you conquer all obstacles. You will then find yourselves on top, where there is plenty of room, where no end of success awaits you.

John Duncan Quackenbos, M.D.

New York City. Authority on mental diseases. Author of standard medical works.

1. I have always tried to perform faithfully and fully the duty that has lain nearest my hand. If I have had success, as men judge success, I attribute it wholly to the exploitation of efficiency that I have apprehended inhering in my nature, mine by virtue of my divine pedigree, a trust to be administered by me in the service of humanity as an unworthy instrument of God.
2. This is usually wise.
3. Not necessary.
4. I do not.
6. On general principles, no.
7. Farming should be made so attractive and so profitable to the young people of our country districts that they will accept the agricultural life. We want an American population on our farms. Good roads, good schools, and agricultural colleges (add farmers' institutes) will keep the boys and girls on the farm.
8. Earnestness and sincerity constitute, in my opinion, the *sine qua non*.
9. Intelligent persistence is a prerequisite.

10. Yes; to be successful in the highest sense his heart must be in it.

11. Facile ability is too often unproductive, while mere experience, unsupported by natural endowment, is lifeless in its work and minus outreach.

12. Experience and ability are coupled in the make-up of a successful career.

13. Yes.

14. Yes; the broader and richer the mind, the more satisfactory the attainment in any profession.

15. Yes.

16. The consensus of educational opinion favors it; the great universities demand it.

17. I do not.

18. Let circumstances determine. In these days an ordinary boy with little ambition may be transformed into a brilliant boy full of worthy aspiration.

19. It is always wise to measure one's own strength against the world.

20. No.

21. Poor judgment.

22. A perfect novel, Henry Esmond; a perfect romance, Lorna Doone; a perfect drama, Merchant of Venice; a perfect history, Green's History of the English People; a perfect poem, Tennyson's Princess; Emerson's Essays.

23. Unquestionably; a good daily paper is a good daily educator.

George W. Cable

Northampton, Mass. Author. Founder, the Home-Culture Clubs.

1. I attribute such success as I have achieved mainly to three things: first, the advantage of a particular talent which I could utilize without the need of large outlay of time or money for training or equipment; second, a spirit of diligence and of conscientious workmanship, and, third, learning my lessons when in school, thoroughly, lovingly, and for their own sake.

2. Not necessarily. His decided preference should be only one among several important considerations.

3. No, many a one has achieved great success in a calling he never would have entered by first choice.

4. I consider it a sad risk, for which there should be overwhelming reasons, not sentimental ones, however pious.

5. Let him try his metal in the nearest active small town, and turn back or go on as experience dictates.

6. I should advise him to try boldly, yet warily, to weigh the force and value of his talents, and be governed accordingly. "First weigh, then venture," said Von Moltke.

7. The vital question is, "Why doesn't he like farming?"

8. I am afraid strict honesty is not always necessary to business success, but I know strict honesty is always necessary. Business success is not.

9. No, a genius may succeed without it, but such success will be of more value to others than to him. Pity the man who can succeed without persistent application.

10. The chances are nine in ten that one who loves his work will succeed in it, and the chances are nine in ten that he who does not love his work will not succeed in it. All the same there have been exceptions. Take General Grant for instance.

11. That depends upon the amount of each, and upon who has it, and the two cannot be compared by measure.

12. Nobody can achieve success in a moment, and in two moments he has begun to have experience.

13. That depends largely on the business and about as largely on the boy.

14. Same answer as No. 13.

16. Yes.

17. No; send some other man's boy who is eager to go.

19. I should advise him not to ask too many persons' advice.

20. That depends on a hundred special, changeable conditions: the times, the place, the man, the business, etc.

21. Going into the wrong thing in the first place and lacking the courage to retreat.

22. There are no best six books for the boy to read, any more than there are best six medicines for him to take. They depend on the boy, the individual boy. However, no weak book was ever best for anybody.

23. I count it quite unnecessary for a boy under fifteen. He ought to be reading books and cultivating principles.

25. I should say, there is no success

where you don't succeed inside yourself. Outward success without inward success is a gilded failure.

General Joseph C. Breckinridge

Washington, D. C. Inspector General, United States Army. President-General, National Society Sons of American Revolution. Vice-president, Society of the Army of the Cumberland and of the Society of the Army of the Tennessee.

1. As far as I have had any success, I fancy the simplicity of the duty that has been set before me and the excellence of the friends that have been given me have been important factors. Being a southern man, opposed to the institution of slavery in the spirit illustrated by Henry Clay and the signers of the Declaration of Independence, the career which I had proposed for myself was entirely changed by the breaking out of the great Civil War in 1861, which called me into the military service of the country; and I have pursued the career of a soldier steadfastly ever since.

2. Most young men, who can pursue throughout life the calling which they prefer, are extremely fortunate. But it becomes incumbent upon every man to faithfully perform the duty and do the work which comes his way, and by its successful performance they can confidently expect to learn to love it.

3. No boy can have full knowledge of any calling, and preference founded on ignorance is often unimportant. And necessarily, success is often fortuitous and does not wholly depend on preference.

4. The parent's judgment is apt to be better than the boy's, and few of them will probably apply any other force than what mere necessity imposes.

5. Boys should prepare as well as possible for their work, and, if necessary, proceed where it is to be found.

6. The man who is doing well, where he is, is apt to do better if he continues steadfastly at his work; and those only should move who can see clearly that they can benefit themselves.

7. A farm is a good place for a boy, and his discontent while there is not final in such a matter. Every boy should be taught to stick to his job and do it completely before he drops it, though many of them may not like farming, or any other occupation, which requires persistent application.

8. No; but honesty is the best policy nevertheless; and this is made the more certain, if there is a hereafter, in which I, for one, fully believe.

9. Persistent application is probably the greatest assurance to success, but it is difficult to say that any one quality is absolutely "necessary" to the exceedingly rare individuals who possess genius, and so become the exceptions which prove the rule; though even genius in its own line is capable of marvelous toil; and such men as Napoleon were marvels of intense and persistent application.

10. It is better that one should love his work or be uncompromisingly devoted to it. But in all success, good luck counts.

11. Ability; and experience is a great aid to ability and opportunity when it comes.

12. Yes; perhaps, among all races, Americans have demonstrated the greatest adaptability, and have won success in fields where they were without previous experience.

13. Yes; the book, "Who's Who in America," demonstrates how very much larger chances for the highest success are given to college graduates. Schools and colleges afford one opportunity of exercising and strengthening the mind, if faithfully profited by. But they require time, money, or opportunity, which many cannot afford, and still they succeed without these advantages.

14. No, for he would not have time; but I would advise a boy to learn something of a mechanical trade, should he intend to go to college, if he has opportunity. The Imperial house of Germany does so.

15. Yes, if he has the opportunity.

16. Yes.

17. Yes, if he does well there; but any opportunity for self-improvement is useless to one who will not profit from it.

18. A profession, if he can get it; because it is the hardest to get and the others are the easiest to drop into. Senator Proctor's knowledge of the

law helps and in no wise injures him in his marble business.

19. Yes.

20. Yes.

21. Lack of good, sound judgment and good luck.

22. Bible; Shakespeare; a history of his own country; three compendiums—(1) universal history, (2) science, (3) law. For most men are evidently better equipped for success by a fair knowledge of these five elements—religion, literature, history, science, and law; and almost every man can get a taste of one or all of these in addition to his special trade or occupation.

23. Yes.

24. Yes.

25. Be diligent in business, serving the Lord and your country, and be true to your fellow men.

Robert C. Ogden

New York City. Retail merchant (firm of John Wanamaker). Author. President, Board of Trustees, Hampton Institute, Hampton, Va. Director, Union Theological Seminary. Trustee, Tuskegee Institute, Tuskegee, Ala. First vice-president, Pennsylvania Society, New York.

1. I cannot be classed among the highly successful men, either financially or intellectually. Such success as I have had is due to the persistent and industrious following of definite objects. My health is good; have avoided excesses. This is important. I owe much to association with men above me in education and mental power.

2. Yes; but the preference should be based upon intelligence.

3. No; many a boy finds himself after his occupation has been accidentally chosen.

4. Very unwise, if the preference is for a good occupation and the boy understands himself.

5. If a boy is in barren surroundings he should aim to better himself either in a city or better country.

6. No, unless he is a very extraordinary boy.

7. Better teach him to like farming. If he doesn't like it he probably has not been properly trained.

8. Yes.

9. Yes.

10. Yes.

11. Relatively experience; but it is easy for one to be overloaded with experience.

12. No.

13. Yes, provided he has capacity to receive and character to assimilate higher education.

14. Yes, for technical course. He will be the better for knowing the science of his trade.

15. Yes.

16. Yes.

17. No.

18. Best chance in business.

19. Would be cautious. Large organizations frequently give better chances than small individual enterprises.

20. No.

21. Diffuse effort. Dabbling in business not understood. Big head induces both these errors.

22. The Bible, Shakespeare, any one of the good histories of the United States, some of English history, MacMaster's History of the American People.

23. Yes, the best he can get.

24. No. In most cases he would never be anything but a boy to his father.

25. Be true to God and man. Master the English language. Never spend more than you earn. Remember the glory of American citizenship and do not fail in doing your best to pay your debt to the past by serving your country to the best of your ability. "God and country first, self afterward."

Rev. Chas. H. Parkhurst, D.D.

New York City. Pastor, Madison Square Presbyterian Church. Author. Reformer.

1. Good parentage and hard work.

2. Yes.

3. No.

4. No.

5. Yes.

7. No.

8. No.

9. Yes.

10. Yes.

11. Ability.

12. No.
13. Yes.
14. Yes.
15. The more college and technical school the better.
16. Certainly.
17. No.
18. It makes little difference what he does.
19. Generally.
20. He would take big risks.
21. A lack of familiarity with the elementary principles of the business.
23. Yes.
24. Yes.
25. Be diligent in business, fervent in spirit, serving the Lord.

Frederick M. Crunden, A.M.

St. Louis, Mo. Librarian, St. Louis Public Library. Formerly professor, Washington University. Ex-president, American Library Association. Writer on economic and sociological subjects.

1. Brains, industry, and perseverance.
2. By all means.
3. For full success, yes. For any artistic occupation, strong preference is necessary to any measure of success.
4. Emphatically, no.
5. Yes, if he is a boy of ability and ambition.
6. Not' till he has outgrown his town. Leadership is a great developer. It is more quickly attained in a small place, and prepares for leadership in a larger place. The reverse may often be recommended to a boy of ambition, but mediocre ability. He will generally make more of a success by going from a large city to a small, progressive, new community, where there is less competition of talent and education.
7. No; don't keep any boy in an occupation he dislikes. What would this country have done for statesmen and leaders if all the boys had been kept on the farm?
8. Yes, honesty according to the business standards of time and locality, but not according to strict ethical standards.
9. One of the most necessary of all qualities; only the highest talent can succeed without it; and without it genius itself cannot realize its possibilities. "Genius is capacity for infinite painstaking. The heights by great men reached and kept," etc.
10. As a rule, yes; though notable exceptions may be cited. The chances are against one who does not like his work.
11. Ability; it can acquire experience.
12. Immediate success only when ability amounts to genius. But as said above, ability can soon acquire experience.
13. Depends on the boy and his circumstances. A boy who has to depend on himself would better be satisfied with a high school course.
14. As a general rule, no. Training for a handicraft should begin very early, earlier than it is necessary to begin business or professional training. All children should have manual training up to 12 or 14, then differentiate.
15. I would give every boy (and girl) manual training in school from 6 to 12 or 14 years. Boys intended for mechanical trades should continue till ready to take up practical work.
16. Yes, if he can do so without too great sacrifice. A college course cannot compensate for loss of health.
17. No, never; persuade, but not coerce. Induce him to try one year. In most cases he will go on. If not, let him quit.
18. Not a profession. Whether trade or business, would depend chiefly on the boy, and partly on circumstances.
19. By all means, provided his experience also is sufficient.
20. Would depend a good deal on the age and qualities of the man, and also on the opportunity. If not over 25, better generally wait and gain more experience and some capital; but special opportunity would alter the case.
21. Lack of ability. Next to this, lack of energy and industry.
22. In one of his published addresses, President Eliot says: "From the total training received during childhood, there should result in the child a taste for good literature, which should guide and control its subsequent intellectual development. That schooling which results in implanting this taste, however unsystematic or eccentric it may have been, has achieved a main end of elementary education;

and that schooling which does not implant such a taste as failed." Here is a list which it would be well for all boys to read: Arabian Nights, Robinson Crusoe, Iliad (Bryant's translation), Life of Lincoln, Plutarch's Lives, Shakespeare (or a selection of 8 to 12 of his plays), Les Misérables. The Bible is assumed. If a boy has a taste for any branch of science, a book on this subject, or the biography of a man of distinction in this line, may do him more good than any other book. To create an interest in science, read Arabella Buckley's Fairy Land of Science.

23. No; keep him from the newspaper habit as long as possible. A good weekly will give him all the current history that is necessary.

24. Yes, if he has a taste for it. If he is an earnest boy, it will be a good thing for both father and son. Generally, however, he would better take his apprenticeship in some other office or establishment.

25. Boys, you can't all be famous, but you can all be successful men. Success means making the most of one's self; *i. e.*, developing all of one's powers, physical, mental, and moral, to the highest degree. Take care of your health and strengthen your body by athletic sports, but do not neglect your studies. Acquire early a love for good reading. It is not only the greatest aid to success, but, as Anthony Trollope says: "It is your pass to the greatest pleasures that God has prepared for His creatures." Make up your mind what you are going to do and to be, and keep your eye on the goal. Aim high. "Hitch your wagon to a star." Don't underrate your powers. Mediocrity with self-confidence often achieves more than talent and self-distrust. Don't say, "I can't," or "What's the use?" Read Sidney Smith on "Labor and Genius." Use the strength and energy of youth to conquer the difficulties that always beset the pathway to success. The foundations of a successful career must be laid in youth. You boys of 15 are entering the most important decade of your lives. On what you do in the next ten years depends your whole career. In that period you make or mar your fortunes, you determine for success or failure, happiness or unhappiness. Which will you choose?

Hon. John F. Dryden

Newark, N. J. United States Senator. President, Prudential Insurance Company of America.

1. To a careful study of the theory and principles underlying the practice of American life insurance, its past history, modern requirements, and probable future tendencies; to unremitting application to every duty and painstaking care in attending to details; to resolute indifference to difficulties, hardships, and discouraging experiences, with an ever-present and abiding faith in the ultimate realization of my early aim to extend the practice of life insurance to the industrial population; but finally, to my confidence and absolute trust in my business associates, to whose hearty co-operation and special ability I owe in no small measure whatever success I may have attained.

2. Most assuredly.

3. Decidedly so.

4. Parental interference in this direction is rarely justified. A boy should be permitted to work out his own destiny, and if inevitable, suffer the results of his own mistakes. Generally speaking, the responsibility should rest with the boy and not with the parents.

5. As a rule success is more likely to be attained by the exercise of intelligence and exceptional energy in country districts than in the large cities. Generally speaking, the boy will do better if he remains in the country and develops latent local possibilities to the highest possible degree of efficiency.

6. The country boy is more certain of success in a progressive town or small city where there are boundless opportunities for rapid development than in a large city where the supply of talent to fill exceptional positions generally exceeds the demand.

7. A boy should never be forced into a calling which is distasteful to him. The parent should make sure that the antipathy to farming is real and not only apparent. Where the distaste for farming is genuine, the boy should be readily permitted to follow any other calling more agreeable or satisfactory to him.

8. There can be no question about

the absolute necessity of strict honesty in all business dealings. While temporary material success is often attained by dishonest means, permanent success is never possible except on the basis of strict honesty in all the various relations of life.

9. Without persistent application real success in the wider sense is practically impossible.

10 Unless there is a genuine attachment to the work or employment in which a man is engaged year in and year out, success in the true sense of the word is impossible.

11. Ability for a given calling rarely exists without the necessary experience of which the ability is the result. Of course, a few have inborn talents, but even so, the ability making for success must needs be supplemented by a large amount of personal experience and contact with the elements and forces making for or against success in a business life.

12. Occasionally, but not as a general rule.

13. I am decidedly in favor of a college education, believing it to be of the greatest possible value in the struggle for success in almost every vocation in life.

14. This depends, in a measure, upon the trade to be followed, but generally speaking, all higher education, with the implied mental training and discipline, must prove a decided advantage and fit the boy for a higher position than he would otherwise attain.

15. Training in a technical school is likely to prove of very considerable advantage, but the theoretical study of a given trade is more valuable when it follows some years of actual experience than when it precedes it.

16. Yes.

17. Nothing could be more ill-advised, for whatever is thus gained in one direction is likely to prove a distinct hindrance in the general direction of the boy's struggle for success in business life.

18. By all means, such a boy should be induced to enter a trade, rather than a business or profession. In the former a limited degree of success is readily attained, while in business or in the professions the failure of such a boy is practically a certainty.

19. Few young men are competent to go into business for themselves, and failure, as a rule, results in consequence of the false ambition for independence at a time when rigid discipline is needed most.

20. Under certain restrictions I am in favor of young men making their own start in life with borrowed capital. The capital borrowed, however, should be solely for the purpose of enlarging the business beyond what their own possessions would permit. Capital should not be borrowed for venturesome experiments, which almost invariably terminate in failure, the burden of which makes strongly against the possibility of any future success.

21. Inexperience.

22. First, a good text-book on human physiology and hygiene. Long, healthy life is the first pre-requisite for real and enduring success in life. Second, Spaulding's Education and the Higher Life. The moral basis of life pre-supposes in the struggle for success the desire on the part of the boy *to be* more than *to have* more. Without such a basis real success is impossible. Third, the Study of Sociology by Herbert Spencer, as an aid to the understanding of the laws of social progress and decay. Fourth, Bryce's American Commonwealth, as an aid to the understanding of the principles of our government and its institution. Fifth, the Messages of the Presidents (or a good history of the United States), as an aid to the broad comprehension of our political history and policy. Sixth, the Annual Statistical Abstract of the United States, for an accurate knowledge of the facts of our economic and social progress.

23. Yes.

24. Yes.

25. Work unweariedly, and never lose your courage. Have an abiding faith in yourself and your future. Educate yourself in all that pertains to your calling, and determine to excel each day in the work you have to do. Love and respect your work, and be loyal to your employer, for success is possible in every useful occupation. Do not undervalue material success, but determine *to be* more rather than *to have* more. The foundations of every real success in life are intelligent industry and every-day morality.

David S. Jordan, M.D., Ph.D.

Palo Alto, Cal. President, Leland Stanford, Jr. University. Author.

1. Such as it is, to recognizing the value of time and not letting any of it go to waste. Secondarily, to keeping the nervous system free from needless disturbances, such as are produced by tobacco and alcohol. Third, attention to details, when attention is due to them.

2. If the preference is of an active workable kind, yes. I would not regard love of candy as a reason for making a boy a confectioner.

3. A preference for work is, but some men can turn their efforts in various directions. In general, a real, working preference is very desirable.

4. Usually not; there may be exceptions.

5. Most country boys, no; for certain ones, yes.

7. Depends on whether he has a worthy liking for something else.

8. Yes.

9. Yes.

10 In a reasonable degree.

11. Ability.

12. Can win experience.

13. Certainly, if there is anything in the boy worth educating.

14. See above. He would there learn engineering, not a "trade."

15. If the boy is worth training.

16. If he has brains and character, but I should send him to a college with a broad range of choice in studies.

17. If the boy is worth anything he can be made to see the value of training. Usually the boy, who does not wish to go to college, dislikes Latin; but he should find in college things he does like; for most boys Latin is poor educational stuff, but it is good for some.

18. Depends on the little there is in him; usually a trade.

19. Depends on circumstances. The co-ordination of business makes the work for large firms or corporations more profitable than a private small business.

20. Ordinarily not, but there are many exceptions.

21. Lack of conscience.

22. There are many good books.

23. Yes.

24. Depends on the boy and the father.

25. So act day by day that nothing you do will injure your after-self, or prevent the man you ought to be from doing all that he might when his time comes to be and to act.

Ohio C. Barber

Barberton, Ohio. President, The Diamond Match Co. Financier.

1. Being thoroughly interested in my business, brought about by early training by my father and mother, who taught me how to work, and to be so interested, both for profit and the satisfaction of doing what I did to do it as nearly correct as possible.

2. Yes.

3. No. An earnest intention will overcome a pronounced preference.

4. I would say, no.

5. If he has the ambition to do so. An extended acquaintance and knowledge of many men and many things are necessary for great accomplishments.

6. Better, perhaps, to begin near home, but it all depends on the boy himself. If he has good material in him, it will show up in the long run.

7. If he does not like farming because he is lazy, better keep him there until he gets over that period.

8. Yes, emphatically.

9. Yes.

10. Yes.

11. If a man has ability, he will find the way to success, usually, but experience is a great help.

12. Yes.

13. A good education ought not to be a drawback to success. I think, however, that two boys, taken from school, of equal ability, after going through the high school course, one put direct to business, the other to go through a college course, then afterwards to business, the one that starts first in business will be the greater business success.

14. The greater knowledge a man has of everything pertaining to business, the easier it is to accomplish any given end. It is pretty late in life, however, after graduating in a college, for a young man to take up a mechanical trade. The bent of his

mind is usually changed by a college education to other fields than mechanics.

15. Yes.

16. Yes.

17. No.

18. I would buy such a boy a good shovel.

19. Yes.

20. Yes, if he has pluck and health and energy.

21. Inattention to business details.

22. There are lots of good things in the Bible, but in this age, to be an up-to-date, all-round business man, a man's reading must be very general. He should read much and think much. I think for a boy, biography is a great stimulant to action.

23. Yes and no. If a boy has a disposition to analyze what he reads in the daily paper, it would be a good prompter to read it regularly; otherwise, he had better read only that portion that contains news.

24. Yes, as the experience and advice of his father should be of great help to him.

25. Be honest, be sincere, and earnestly follow the calling you have chosen. Do not acquire bad habits or choose bad company, as it is much pleasanter to be with people who have a proper appreciation of life. Be manly in all things, and then you will respect the fair sex, as you do your mother, and you will win the most beautiful and the best of your acquaintance, and in due time make her your wife.

Hon. Thomas B. Bryan

Chicago, Ill. Lawyer. President, Chicago Soldiers' Home. Founder, Graceland Cemetery and Fidelity Safe Depository. Commissioner, District of Columbia. Was Vice-president, World's Columbian Exposition. Ex-president, Union League Club.

1. To a resolution, steadily adhered to through a long life, to attain success, not in wealth, distinction, or power, but in the richest possible harvest of happiness to be reaped from domestic joys, the love of nature, of books, and friends. That form of success — the only one I can claim — may not find favor with the ambitious; for, as it has been well said, "We are all such a rude medley of compounds, and those of so various a texture, that every piece plays every moment its own game."

2. Yes.

3. Not "necessary," but generally conducive to it.

4. No.

5. Yes, if possessed of good moral stamina and business aptitude.

6. The "great city" offers superior advantages, provided the youth has pronounced capacity and judgment. Otherwise the "progressive" home town would be preferable, generally, because of family and friendly aid. If succeeding there, can afterward seek a new field.

7. No, not after he has reached the age of discretion.

8. Fickle Fortune sometimes smiles on the wicked, but honesty is infinitely best in every sense, and even the most profitable in the vast majority of cases.

9. Generally yes. Let my answer assume the form of a couplet:

Without thought and due effort few works are perfected;
Add *persistence* to zeal, if success be expected.

10. Enjoyment of one's pursuit is a favorable stimulus to promote its success.

11. *Ability.* Real ability very rarely fails of ultimate success, while experience, alas! may not so prove to be its sure foundation.

12. Yes, for it precedes and establishes experience.

13. Yes, statistics show conclusively that education is conducive to success in every avenue of industry. But college education is *not* indispensable.

14. Yes, for the reason just stated.

15. Yes.

16. Yes.

17. No.

18. As between a trade and business, the choice would depend upon the boy's mechanical ingenuity, or other capacity, his tastes and turn of mind, besides family and other conditions. But "an ordinary boy, with little ambition," should certainly not attempt a profession.

19. With the assumed combination of "experience and ability," he ought to be competent to decide for himself judiciously, and if he find the field

open and inviting, he would be likely to enter it.

20. Generally not, for the reason that failures in business, especially the mercantile, very largely outnumber successes. Hence "a young man of experience and ability at a fair salary" would ordinarily do wisely to husband his own means to provide a little capital with which to embark in business, rather than to rely wholly on "borrowed capital." Credit in purchase of stock is, however, common, and with due care, and with ability of the merchant, is safe.

21. To want of caution and undue haste to make money.

22. A boy's tastes and ambitions should control, in a great measure, the selection of books for his early years. If approaching manhood, the most useful books to put in his hands are those specially designed to show "How to get along in the world," of which helps there are many, next to the Bible, excellent for that purpose. To cultivate an appetite for reading, the gradation might be from Robinson Crusoe, and Sandford and Merton, up to Don Quixote and Montaigne, which, with Besant's Readings from Rabelais, are calculated to stimulate a youth's fondness for books. Of the sober and religious order, none ever impressed me more than Martineau's "Endeavours After a Christian Life."

23. Yes.

24. Yes, if the business be congenial, and the opportunity otherwise favorable. A father is generally the most pains-taking of instructors, and his experience to a son entering in the same line of business is likely to be invaluable.

25.

Keep God in view, and vice eschew.
Conscience revere and truth hold dear.
Avoid all debt, and never bet.
Take care of details. Beware of cocktails.

Remarks. The words of affectionate moral warning, addressed by me to very young men entering the army, may (with slight modification) not be inappropriate to such as are entering the battles of life. They were these: The most of you are, for the first time, about to be initiated into the mysteries of war. Resolve in advance that it shall not prove to you a school of vice, and that in donning the uniform, you doff not the gentleman. Keep the lips pure, that no blasphemy go out, and nothing vile go in. Use as much powder as you please against the enemy, but do not spout fire and brimstone among your friends. When the stomach is diseased the breath is offensive; let not the character of your speech indicate foulness of heart. "Hard tack" may not be luxurious diet, but a mess of curses and vulgarity is infinitely more unwholesome, and to all but vitiated appetites greatly more unpalatable. Station a sentinel about the citadel of your virtue, and let not licentiousness be your camp divinity. Remember that courage is not a quality of mushroom growth, and that Godliness is the surest antidote to dread of bombs and bullets. Let virtue, therefore, be your morning star, and even amid the gleam of swords it will shine benignantly upon you. Choose conscience as your safest counsellor, and never be deaf to its "still, small voice," even amid the clang of arms and the thunders of artillery. In whatever conflicts you may be engaged remember always that the greatest of all conquests is the victory over one's self.

Edward J. Wheeler, A.M.

New York City. Editor-in-Chief, *The Literary Digest*. Secretary, Westerleigh Collegiate Institute. President, Prohibition Park Building & Loan Association. Director, Funk & Wagnalls Co. Author.

1. To a love for work, and patience with its inevitable drudgery. The old Latins knew what they were about when they put patience first in telling us that patience and perseverance conquer all things. The man, who combines energy and patience, is a "sure winner" in almost any line of activity.

2. Not necessarily. He should follow his aptitude rather than his preference.

3. Not necessary always to a fair measure of success; but necessary to the highest success.

4. It is unwise, unless exceptional circumstances require it. Most of the happiness a man gets out of life must

be from his work. If he gets none there, he is to be pitied.

8. I am afraid not, if "success" is to be measured by the bank account.

9. Invariably.

10. As a rule (with exceptions), yes.

13. That depends. William E. Russell, Governor of Massachusetts, said, "By all means make a living. But remember that there is something more important than making a living and that is *making a life*." The college helps any man to make a life.

15. Yes.

16. Yes.

17. Not usually.

18. Whichever presents line of least resistance. That will depend usually on his father's occupation and the opening he can make for his son.

19. Yes, if a fair opening presents.

20. Very, very seldom.

21. Lack of common sense, or failure to exercise it.

23. Yes.

25. I would quote William E. Russell's saying as given in answer to No. 13.

Admiral George W. Melville

Washington, D. C. Engineer-in-Chief, United States Navy. Arctic explorer. Inventor. President, American Society Mechanical Engineers.

1. Persistence and work. Healthy parents that gave me a strong constitution.

2. Always.

3. Not always.

4. No.

5. Yes; there is nothing in the country for the boy but the hoe.

6. No.

7. No.

8. Yes.

9. No success without it.

10. Yes.

11. Ability.

12. Eventually, yes.

13. Yes.

14. Yes.

15. Yes.

16. Yes.

17. No.

18. Size him up, then act.

19. Yes.

20. Yes.

21. Laziness.

22. Study history, physics, and mathematics.

23. Yes.

24. Yes.

25. Be honest, be diligent, be truthful, and work.

Hon. John F. Hill

Augusta, Maine. Governor of Maine. President, Augusta National Bank. Director, Kennebec Savings Bank and numerous electric railway companies.

1. Making the most of the opportunities which presented themselves, and continuous effort to accomplish something and to progress. In other words, hard work.

2. Yes.

3. No.

4. No.

5. Everything depends upon the boy. If he is ambitious and capable, a city presents infinitely greater chances for his ultimate success.

6. No; not if there are good opportunities for him at home.

7. No.

8. Perhaps not absolutely necessary; but what does success count for if it involves the loss of reputation?

9. Yes.

10. No; but success is much more likely.

11. Ability; experience can be acquired. Ability must be inherited, though it may be largely developed.

12. Yes; no man can have experience at the beginning.

13. No, not as a rule, though much depends upon the character of the business he intends to enter.

14. No; not if he intends to be a mechanic only.

15. Yes, if he is bright and ambitious and means to progress.

16. Yes.

17. No.

18. A trade.

19. Yes, if a good opportunity presents itself.

20. Not unless an exceptional opportunity was offered.

21. Inattention to business, though bad judgment and extravagance are frequently contributing causes. The intelligent, determined worker is most likely to succeed.

22. Bible, Pilgrim's Progress, Bancroft's History of the United States, Dickens' History of England, Irving's Life of Washington, Robinson Crusoe.
23. Yes.
24. Yes.
25. If you would succeed, be honest, industrious, and prudent. Make the most of your opportunities.

Horace G. Burt

Omaha, Neb. President, Union Pacific R.R.

1. Application. Work, work, work, work, work, work.
3. No.
7. No.
8. Yes.
9. Yes! yes!! yes!!!
10. Not necessarily.
12. Yes.
16. Most professions, yes.
21. Lack of intelligent application.
23. Yes.
25. Integrity of purpose and persistent application remove most obstacles to success in any calling. With these a proper education is bound to be had, either with or without a college training, and a large measure of success achieved.

Hon. George F. Seward

New York City. President, Fidelity & Casualty Co. Vice-president, Willson Aluminum Co. Diplomatist. Ex-United States Minister to China. Writer on political and economic subjects.

1. The disposition to do well whatever my hands have found to do. Faith in myself and faith in my fellowmen. The intent to be useful. The taking of long views. Absolute patience under all circumstances. Generous co-operation with others. The fitting of means to ends. The avoidance of all speculations.

2. As a parent, I would try to ascertain what the boy is best fitted to do. His preferences would be given full consideration, with knowledge that they may or may not be indications of fitness for the work preferred by him.

3. No. A person of good all-round ability may follow any one of many employments with full success. Character counts for very much, as does the capacity for sustained effort.

4. No parent, perhaps, would act judiciously, who forced his son to anything. A parent should lead or guide, not exercise arbitrary authority.

5. Not to a great city, but probably to a town. The young man of ability can graduate later to a great city and do so without eventual loss of time.

6. See answer to No. 5.

8. Certainly. It is the underlying fundamental thing.

9. Reasonable application, persistently followed up. No overwork.

10. A man may love work without having a special love for the kind of work he is doing. He is not likely to succeed reasonably unless he takes interest in work.

11. No amount of ability is fully sufficient without experience; no amount of experience without ability.

12. Yes; for the person of ability can be guided by his observation of the experience of others.

13. If it can be managed. A good education is always desirable.

14. Yes; for he may thus fit himself for the higher work of his profession.

15. Certainly.

16. By all means, if he can manage it.

17. It is not desirable to force a boy. Lead him. Guide him.

18. The ordinary boy often is the most successful in the end. He needs more guidance at the start.

19. As a rule, it is better for a man to work for himself.

20. It might be wise sometimes.

21. Lack of practical judgment united with lack of character.

22. The best as respects his choice of work.

23. Yes, with discrimination as to the matter.

24. As a rule, yes; a good father will be more helpful to him than another employer.

25. Never take the first wrong step. Be faithful. Be helpful in the line of duty. Merit success by deserving it. Learn to labor and to wait. Be a man in every fiber and every quality. Be true in every relationship. Look for the silver lining behind the cloud. "The seeming ills are often loves in dim disguise."

Paul Dana

New York City. Editor-in-Chief, New York *Sun* and New York *Evening Sun.*

1. Favorable circumstances, training, and talents.
2. Why not?
3. No.
4. It may be.
5. Success comes from other things than "business."
6. Same comment.
8. Is the safe-cracker who gets away "successful?"
9. Success may come with a turn of the wheel.
10. No.
11. Both.
12. Perhaps
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Very likely.
19. Very likely.
20. Probably not.
21. Entering upon business beyond ability to manage, as the Quakers say.
22. The next six he hasn't read.
23. Yes.
24. Yes.
25. Be good and keep going.

Hon. William W. Crapo

New Bedford, Mass. President, Wamsutta Cotton Mills. President, New Bedford Institution for Savings.

1. Carefully considered plans, undertaken with confidence and prosecuted with willing, persistent, and strenuous work.
2. Yes.
3. Yes.
4. I do not.
5. This depends upon the temperament, ability, and ambition of the boy.
6. No; the average opportunities in a progressive town or small city excel those of the great cities. If a boy cannot succeed in a progressive town, he is likely to come to grief in a large city.
8. Absolutely essential.
9. Yes.
10. Success never comes to the man who dislikes his work.
13. Yes. If he has the time and means, a college training will be of advantage to him.
15. Yes.
16. Yes.
17. No; the unwilling boy who is sent to college to gratify family sentiment, or in the expectation of social advantages, wastes time and money and is harmed rather than benefited by the experience.
18. A trade.
19. Yes; he becomes more earnest and self-reliant when working for himself.
20. Not on borrowed capital exclusively. He had better wait awhile and save something out of his salary.
21. Lack of personal attention to details, and ignorance whether one is pushing ahead or remaining behind.
23. Yes.
24. Not under his father's supervision. A stranger can better enforce rules and discipline.
25. Success in life calls for good citizenship, true manhood, and Christian character. To gain it requires stout hands, a clever brain, and a brave, pure heart.

George G. Williams

New York City. President, Chemical National Bank. Director in numerous financial and charitable institutions.

1. Faithfulness, and the favor of Providence.
2. Yes.
3. Not entirely.
4. No.
5. Not unless he has enough firmness of character to resist temptation.
6. No.
7. No.
8. It is imperative.
9. Yes.
10. Not entirely so, if he has force of character enough to be faithful.
11. Experience.
12. Yes, if faithful enough to gain experience.
13. Yes, if circumstances favor.
14. No.

15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. No.
21. Unfaithfulness.
22. The Bible, Paradise Lost, Irving's Sketch Book, Shakespeare, Life of Franklin, Persuasives to Early Piety.
23. Yes.
24. Yes.
25. Aim at perfect uprightness under all circumstances.

Edwin P. Seaver

Boston, Mass. Superintendent of Boston Public Schools.

1. Sticking to the things I have undertaken to do until they are thoroughly done to the best of my ability, and being careful not to have "too many irons in the fire," at one time.
2. Yes.
3. Not always; sometimes the calling becomes unexpectedly interesting.
4. No.
5. Alone and friendless, no. Under favorable conditions, yes.
6. Same answer as to No. 5.
7. Depends on the cause of the dislike. More boys could be interested in farming if properly handled.
8. What do you mean by business success? True success can only be won by strict honesty, but great riches have often been acquired dishonestly.
9. Yes.
10. Yes.
11. Which blade of the scissors cuts the more?
12. No.
13. Yes and no; much depends on the boy and his circumstances.
14. No.
15. Yes.
16. Yes.
17. No.
18. It is hardly worth while to advise such a boy. Put him at anything he can be made to stick to.
19. Yes, unless other circumstances are decidedly unfavorable.
20. Hardly, unless other circumstances were decidedly favorable.
21. The desire to make money too fast.
22. The Bible, Shakespeare, Scott's Poems, Tennyson, The Tale of Two Cities, Uncle Tom's Cabin; to which add histories of Greece, Rome, England, and United States.
23. Yes, provided he did not spend too much time at it.
25. Stick to your job; do honest work; give to it your best ability; lend a hand wherever you can help others.

Hon. Thomas R. Bard

Hueneme, Cal. United States Senator.

1. Diligence and prompt use of opportunities presented.
2. Yes, but only after consultation with parent, guardian, or faithful friend. Distinction should be made between "preference" and boyish fancy.
3. No, except in art; a boy's likes or dislikes are rarely consequential.
4. No.
5. Only in cases where the chosen career requires advantages and opportunities which the great city afford for training or education.
6. No, except for reasons given under No. 5.
7. His dislike of such work is of itself insufficient reason for allowing to choose another occupation.
8. Absolutely necessary.
9. Absolutely, yes.
10. Not generally, if some particular work is referred to. He must, however, love work for the work's sake.
11. Experience.
12. Sometimes.
13. Yes, if he can afford the expense of time and money. This will depend upon his opportunities to enter business under favorable circumstances. He can afford the expense if assured that he may succeed his father after getting also a business training sufficient to qualify him for the business.
14. No.
15. Yes, when quite young.
16. Certainly, yes.
17. Sometimes it is.
18. A business.
19. Yes, by all means.
20. Rarely, and only when the opportunity is exceptionally good.
21. Lack of character.

22. The Bible, first.
23. Yes.
24. Yes.
25. Be true to thyself. Be faithful to every interest entrusted to you. Lay aside a large part of your savings, but give liberally. Use money intelligently; squander none of it. Prepare yourself for enjoying life after your retirement from business, by mental culture, avoiding evil or mischievous habits, and acquiring a taste for literature, music, and the arts.

Edward Lauterbach

New York City. Lawyer. Member of law firm of Hoadly, Lauterbach & Johnson. Vice-president and director, Maurice Grau Opera Co. Vice-president and counsel to Pacific Mail Steamship Co. Director in several New York street railway companies.

1. "There is a tide in the affairs of men, which taken at the flood, leads on to fortune." I have watched for, and taken energetic advantage of, flood tides.
2. Certainly.
3. Not necessarily.
4. No.
5. Yes, or to some other county district with broader prospects.
6. No.
7. If his prospects on the farm are good, the desire for city life should not be too readily acquiesced in.
8. Of course.
9. Certainly.
10. Yes.
11. Experience.
12. Only measurably.
13. Yes.
14. Yes, if the course be not too prolonged.
15. Certainly.
16. Undoubtedly.
17. No.
18. A trade.
19. Yes.
20. Yes.
21. Lack of application. Succumbing to adverse situations instead of overcoming them.
22. The Bible; Shakespeare; Parsons on Contracts, and Benjamin on Sales, even if the boy does not intend to be a lawyer; Dickens; any good history of the United States.
23. Certainly.
24. Yes.
25. Select your vocation with regard to your qualifications rather than your liking; follow it assiduously. Be optimistic, not pessimistic, so as to rise superior to discouragement.

Hon. William H. Moody

Washington, D. C. Secretary of the Navy.

2. Yes; first ascertaining that he has the qualifications which are needed.
3. Yes.
4. No.
7. No.
8. Absolutely.
9. Yes.
10. Yes.
11. Ability is essential; experience merely contributes.
12. No, but ability plus opportunity always gives experience.
14. No.
15. Yes.
16. Yes.
17. Sometimes, up to a certain point.
21. Lack of industry, which may be the result of different causes.
23. Yes.
24. Other things being equal, yes.

Jacob A. Riis

New York City. Journalist. Author. Reformer. Philanthropist. Was executive officer, Good Government Clubs, New York. Active in instituting municipal improvements to benefit the city poor.

1. (*a*) My wife. (*b*) Stickativeness, I suppose, but from the ordinary business point of view I have not been "a success." I am still a poor man.
2. If he has any, yes.
3. No.
4. Certainly not.
5. Every tub must stand on its own bottom; if he feels he must go, let him go.
6. I hate "going to a great city," but my hates don't run the world. I would always discourage it; if he must go, he will not be discouraged.
7. Let them try to make him like it.

8. Without doubt.
9. I do; without it nothing will come right.
10. Even so.
11. Depends on the ability.
12. The right kind, yes.
14. No.
15. Yes.
16. Yes.
17. Certainly not; one reason why we have so many college-bred dunces.
18. A trade.
19. I should think so.
20. No, never.
21. Lack of gumption; would rather loaf physically or mentally.
22. John Halifax is one book. The boy should know his Bible, first.
23. Yes.
25. Roosevelt's advice: "Don't flinch and fool; stub the line hard;" and his life rule, "Better be faithful than famous."

Hon. Charles H. Simonton

Charleston, S. C. United States Circuit Court Judge. Chairman, Commission on City Public Schools. Lawyer. Author.

1. That I was thrown on my own resources, unaided by kind friends, and chiefly to the Divinity which shapes our ends.
2. Yes.
3. No; many succeed without such pronounced preference.
4. I consider it unwise in the extreme.
5. Yes.
6. I would advise him to begin at home.
7. No.
8. I do; construing the word success broadly.
9. It is the most important factor.
10. To attain excellence, yes.
11. Ability, for experience can be acquired.
12. No.
13. No.
14. Yes.
15. Yes.
16. By all means.
17. No.
18. To enter a trade.
19. I would.
20. I would.
21. Failure to keep steadily in mind the end sought and to exercise proper self-denial in seeking it.
22. Bible, Shakespeare, Pilgrim's Progress, Greene's History of the English People, Tom Brown's School Days, Macaulay's Essays.
23. Yes.
24. It depends upon the character of the father.
25. When you undertake a thing, be sure you are right, and stick to it.

Joseph Jefferson, A.M.

Buzzard's Bay, Mass. Actor. Author.

1. A love for my profession, a full realization of its usefulness, and (as far as I was able) doing my best to keep my faith with the public.
2. Yes.
3. Yes, most certainly.
4. Certainly not.
5. Yes.
6. No.
7. No; no one can do well what they do not like.
8. Most certainly.
9. Yes.
10. Yes.
11. Equally important.
12. Not great success.
13. Yes.
14. No.
15. Certainly.
16. Yes.
17. No.
18. Trade.
19. When he clearly sees his way, yes.
20. No; borrowed capital is demoralizing.
21. Indolence and vanity.
22. Herbert Spencer on Education; Intellectual Life, by Gilbert Hamerton. In mature age I would advise: Shakespeare, Pope, the Koran, Confucius, and the Bible.
23. Yes.
24. On general principles, yes.
25. Avoid evil influences; restrain your passions; injure no man, and particularly injure no woman. There is no armour like the truth; it commands the respect of all men and strengthens courage. Do all the good you can consistent with self-preservation. Read the advice of Polonius to his son in Hamlet.

E. B. Morris

Philadelphia, Pa. President, Girard Trust Co.

2. Yes.
3. No.
4. No.
5. Yes.
6. No.
8. Of course.
9. Yes.
10. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
19. Yes.
25. Make up your mind what you want to do, then master it, and stick to it.

Captain Samuel C. Lemly

Washington, D. C. Judge Advocate General, United States Navy.

1. So far as my career may be designated a success, to (*a*) good luck; (*b*) energy and perseverance.
2. Yes.
3. Yes.
4. No.
5. Yes, if a boy of grit
6. No.
7. No, if he has a bent in other directions.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. In a measurable degree only.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Business probably, though he would never make a pronounced success in such case, in any of the three callings named.
19. Yes.
20. Yes.
21. Lack of grit.
22. The Holy Bible, The Man Without a Country (Hale), The Book of Snobs, Thackeray, Shakespeare, Innocents Abroad (Twain), a good histor of his own country.
23. Yes.
24. Not unless he had a decided pref erence for it.
25. I stand by the flag.

James H. Canfield, A.M., LL.D

New York City. Librarian, Colum bia University. Formerly Presiden Ohio State University. Ex-Presider Kansas and Nebraska State Teacher Associations and National Educa tional Association.

1. To the more than kindly Prov dence, which, all my life, has seeme to hold open to me the door of oppo tunity; to my father, who gave m every possible preparation for wha ever life-work was to be mine; to m wife, who has always been an inspira tion to higher life; and to a host c friends, whose helpfulness and affe tionate appreciation cannot be ex pressed by any words of mine.
2. Yes, if the boy is 16 years old an upwards, which is an arbitrary ag of course, and undoubtedly has som exceptions.
3. I think not, in this country. W are a shifty and resourceful peopl and a man is still quite apt to find hi true place by trying several places an being tried in these.
4. Rarely, if ever; probably, neve
5. Better, perhaps, to a progressiv town, and grow up to, and into, great city, if his ambition leads to th latter.
6. Same answer as to No. 5.
7. No; but same answer as to No.
8. Yes.
9. Yes.
10. To be most successful, yes.
11. They are the blades of a pair c shears, but you can begin without ex perience (naturally); hardly withou at least, latent ability.
12. Ability cannot exercise itse without gaining experience; you ca not separate the two, though one ma be at maximum and the other at min mum.
13. That depends largely upon th boy; generally, yes.
14. To college or to technical schoo
15. Yes.

16. Yes.

17. If you give "force" its full meaning, no.

18. I would urge him to carry his education far enough to enable him to find out something about himself. Most of our extraordinary men have been "ordinary boys."

19. Yes, unless he can attach himself to some large concern, highly organized, in a responsible position, where the responsibilities would exceed those of independent business as he would probably conduct it, and the chances for advancement were equally good.

20. Very carefully, though I draw a line between ordinary business credits and "borrowed capital." See answer to No. 19.

21. Ignorance and indolence and impatience, rolled into one great cause.

23. Yes, underscoring good.

24. Never, unless the father's influence in the concern is so slight as to have no bearing whatever on the boy's work and relations to others, or unless the father is in some way so crippled as to actually need the boy. After the boy has won success elsewhere, he might join his father, but rather doubtful even then.

25. "Believe in God and in yourselves; remember that all at it, and all the time at it, surely wins; fear nothing except meanness and wickedness; strike twelve every time."

REMARKS. See my little book, "The College Student and His Problems," Macmillan Co., New York.

Hon. Charles T. Saxton

Clyde, N. Y. Presiding Judge, New York State Court of Claims. Ex-Lieutenant-Governor of New York.

1. This is a question that is difficult to answer in a few words, but looking backward upon my own life, it seems to me that such little success as I have achieved was due largely to the habit of wide and varied reading which I formed when a youth, coupled with the knowledge of human nature and actual life I acquired during several years' service as a soldier in the Civil War before I was 20 years old. Of course, such an experience is unusual, and I mention it merely to illustrate any opinion that the best guaranty of success is to be found, not only in a studious habit, but also in constant contact with one's fellows and close observation of every-day affairs.

2. If the boy has a decided preference for a particular trade, business, or profession, there is a fair presumption that he is peculiarly adapted to it, and therefore the preference ought to be given considerable weight; but we can hardly expect a boy to have such knowledge of himself as to make him a safe judge in such a vital matter. Usually a man of wide experience and good sense is better able to form a sound judgment as to what is best for a boy than he is himself, and yet a very decided preference for a certain pursuit ought to be considered very carefully in determining this question.

3. No; a youth may have a pronounced preference for a certain calling and yet be much better adapted to another.

4. No.

5. It all depends upon the boy. Those born in the country are to-day among the great business and professional men in our large cities, but, of course, they are the select few — those who had the moral and mental qualities that conquer success in any field and under any circumstances. Nevertheless, in my opinion, the average country boy is better off on the farm, or in the village, where he can begin a small business or procure employment of a clerical nature.

6. No, unless he is an exceptional boy, who feels within him the power to conquer all circumstances and rise to great position.

7. No.

8. By all means.

9. Certainly; there can be no success without it.

10. Yes, the man who does not like his work will be almost sure to shirk it.

11. There must be natural ability as a foundation, but the superstructure must be composed of the knowledge and wisdom that experience brings.

12. No, except as the experience will reinforce the ability.

13. That depends. I think that education, even although it may not materially help in business, tends to expand the mind and open up broader avenues of opportunity and happiness; but if one who expects to enter upon a business career contemplates going through college, in a perfunctory way

and for the purpose of securing an ornamental degree, his time might better be employed in mastering the subjects that will aid him in the pursuit he is to follow.

14. I certainly would not advise him to take a classical course.

15. I would advise him to do that above all things.

16. Yes.

17. No.

18. That depends upon his bent of mind. I have seen ordinary boys succeed fairly in business and professional life, but there must always be enough ambition to furnish motive power.

19. Yes, if his experience is broad enough, and if he is prudent, economical, and conservative.

20. No. If he has a fair salary, he might better keep his place until he has accumulated sufficient capital to start in a small way, but, of course, the exceptional man will succeed even upon borrowed capital.

21. Lax habits, which almost invariably lead to speculative and gambling investments, not only of the investor's funds, but also of those that are intrusted to him.

22. I assume that all boys who care at all about reading will read the Bible, and sooner or later the dramas of Shakespeare. When I was a youth, I found the greatest inspiration, as I recall, from David Copperfield, Macaulay's History of England, Motley's Rise of the Dutch Republic, Colton's Life of Henry Clay, Wirt's Life of Patrick Henry, and Tennyson's Poems.

23. Yes; he should keep abreast of current history and thought.

24. Of course, that depends upon circumstances, but as a matter of fact many boys inherit the talents of their fathers, and besides are brought up in the atmosphere and among the traditions of the paternal business or profession. It is better for such boys to carry on the business to which they have become in some degree familiar.

25. Be brave, honest, and kind; loyal to your friends and faithful in the discharge of your public duties. Learn all you can, but remember that the aim of education is not so much to acquire knowledge as to get wisdom. It is better to be a good, honorable, true, and loving man than it is to achieve great fame or build up a colossal fortune.

Wm. R. Harper, Ph.D., LL.D.

Chicago, Ill. President, University of Chicago. Author.

1. Hard work.
2. Yes.
3. Not necessarily; a little experience often changes ideas.
5. Under certain circumstances, yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Discrimination difficult.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Yes.
23. Yes.

Hon. Charles V. Bardeen

Madison, Wis. Justice, Supreme Court, State of Wisconsin.

1. First, to the advice of my father and the helpful assistance of my mother, all leading to the end that one should be industrious, economical and honest. My success seems to have depended largely upon the impression people had that I was industrious, could be depended on, could be found in my office when wanted, and that business was done with promptness.
2. Most certainly.
3. No.
4. No.
5. Depends on the boy; as a rule, no. There are exceptions.
6. No.
7. As a general proposition, no.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. Success without experience is accidental.
13. Yes, as a general rule.
14. If he has the means.
15. Yes.
16. Most certainly.
17. No.

18. Generally a trade.
19. Yes.
20. Yes.
21. Want of thrift.
22. Shakespeare, Mythology, Macaulay, Adam Bede, Studies in Social Life, Bible.
23. Yes.
24. Yes.
25. Be honest, economical, and industrious in all you do. Be temperate in your habits, punctual in your business, and put a bridle on your tongue.

Frederick D. Underwood

New York City. President, Erie Railroad.

1. Opportunity, industry, a reputation for honesty.
2. Yes, if he has a decided and wise one.
3. No. Ability to cope with varying conditions governs.
4. No.
5. No, unless especially qualified.
6. No, not until he has made a start; green boys and men are surplus in big cities.
7. No boy likes farming at the start, and he needs to be cultivated in his likes and dislikes.
8. I do.
9. Intelligent rather than persistent.
10. No, he need only to be apt in it.
11. Ability; experience not always essential.
12. Yes, often requires several starts.
13. If he can, and has patience.
14. No, a technical school.
15. Yes, if he has brains.
16. By all means.
17. No.
18. A trade.
19. Yes.
20. Depends upon conditions of loan.
21. Ignorance of present and coming conditions, lack of energy, and lying.
22. A good sacred history, a good ancient history, a good modern history, a good work on travel, a good work on etiquette, a good rhetoric, good fiction.
23. No; they are ruinous.
25. Be sober, honest, industrious, mindful of the rights of others, polite at all times.

Prof. E. A. Fuertes, Ph.D., C.E.

Ithaca, N. Y. Director, College of Civil Engineering, and Professor, Sanitary Engineering, Cornell University. Was director of public works, Western District of Island of Puerto Rico, and Engineer, Croton Aqueduct Board, New York.

1. Whatever measure of success I have attained has been due, first, to the "Golden Rule," and mainly, to strict attention to business, unflinching perseverance, and the absence, as far as possible, of selfishness.
2. A boy's preference is a very changeable quantity for lack of maturity, but genius will show its bent early.
3. Undoubtedly success is unattainable without a pronounced preference, interest, curiosity, and persevering industry.
4. No; the large number of failures among the so-called better class of boys, is due to lack of wisdom in parents forcing their children to perform uncongenial tasks.
5. Man is necessarily so gregarious, and so helpless alone, that he should leave the desert to labor in the beehives.
6. A young man with snap would not be shut out from the greater enterprises by his experience in a small but live community.
7. No. A good man might be spoiled to insure a poor farmer.
8. Strict and absolute honesty are indispensable to success in anything.
9. Yes; otherwise laziness might lead to success, which is impossible.
10. Very generally it is indispensable, but industrious persistence can do a very great deal and take the place of enthusiasm; real love for a particular occupation is, however, a great leverage to success.
11. Both; but since ability rules actions and the usefulness of experience, the intellect must lead the hands to constrain them to become skilful.
12. That depends upon the field of work, but experience is a very necessary adjunct to success, in a general way.
13. Yes, if he is not spoiled by impracticable and undeveloped pedagogues.
14. Yes. I cannot conceive of culture

without human sympathies. The untutored man is selfish and without ennobling resources within himself.

15. Same as Nos. 13 and 14.

16. By all means, although judgment must be exercised. The usual college courses are too long and the professional courses too short. Our educational lack of system manufactures mediocrities from young men of talent, misdirected in the schools.

17. I do not think unreasoning coercion has ever done boys or older men any good. The boy who refuses to be educated because he is stupid or incapable might yet be useful in a large number of callings that demand small intellectual training.

18. An ordinary boy can only do ordinary work. If he has no ambition, he should be put to a trade under a "boss;" and yet, if ambition could be developed in him, he might become a business man. The professions are filled with ordinary men, and their numbers should not be increased.

19. Yes, for he will then keep the portion of earnings he has been presenting to his employers.

20. His line of action would depend upon the conditions under which he borrows capital; if they are favorable, the answer to No. 19 would do.

21. To lack of energy, honesty, and ability, and an excess of selfishness or vanity.

22. I would consider Plutarch's Lives, or The Heroes of Plutarch, an indispensable book for a boy, but beyond that, there are thousands of books from which it is difficult to make a choice.

23. The newspaper educated the greatest American since Washington, but Lincolns don't grow on every tree. Good daily papers are scarce, and boys are not apt to profit much by what might make suitable intellectual food for men in the University or in the world.

24. It is one of the greatest mistakes made by parents, when their boys, through intellectual inheritance or originality, prefer other occupations, to force them into carrying on their business, — although it may be necessary sometimes.

25. Support the honor of your country against all hazards, and try hard to be honest with yourself.

Remarks. Be honest; kindly; deliberate before action; keep your temper; don't jump at conclusions; be hopeful; respect other people's opinions; be truthful; remember that politeness is the investment that pays the best dividend; do not pity those who differ from you in opinions; remember also that neither eloquence nor oratory can change a man's opinions, since an opinion is the integrated result of the entire life relations of the man; to convince others, you must bring about a conviction of good faith on your part, rather than a conviction of believing yourself correct, although oratory is a portion of the machinery to organize thought and convince unprejudiced minds, it is effective only when free from the taint of trickery. Most men can get along nicely enough without forcing others to change their opinions. Have faith in human nature; there are millions of good women and good men; and there are no men mean enough, or wicked enough, not to be amenable to improvement when they have no reason to mistrust your intentions or interest in them. Do not expect perfection in anything human. Respect others, if you desire to be respected yourself. Try to keep your mind as pure as your body. There are difficulties in the way, and it is not easy to do it, but nothing will be as agreeable and profitable as to try to keep your life conscious of a clean soul and a healthy body.

Hon. Henry W. Bookstaver

New York City. Lawyer. Ex-judge, Supreme Court, New York.

1. To careful preparation, which involves diligence, perseverance, and accuracy.

2. As a rule, yes, but much depends on circumstances and opportunity.

3. No.

4. No.

6. No.

7. That depends on the boy's ambition, capacity, and energy; if without these he would better stay on the farm.

8. Yes, emphatically.

9. I do, most emphatically.

10. While a love for his work is very important, it is not essential.
11. Ability.
12. Ability in operation is experience.
13. Yes.
14. Yes, if he has the means and the time to do so.
15. Yes.
16. By all means.
18. That depends on his social position, his capacity, and his means. I would put such a boy in a position where he would do the least damage to himself and others.
19. Yes.
21. Inattention to business.
22. The Bible, Encyclopedia Britannica, Shakespeare, Grimm's Fairy Tales, Bancroft's History, Æsop's Fables.
23. Yes, but not to spend too much time on it.
24. Yes.
25. Be diligent in business.

Hugh Craig

San Francisco, Cal. President, Chamber of Commerce.

1. (*a*) The precepts and example of a good father and mother, (*b*) and having to earn my own living since 18 years of age.
2. Surely.
3. No.
4. Certainly not.
5. By all means let him try it.
6. No.
7. No.
8. Honesty is imperative; success is graduated.
9. Surely.
10. No doubt about it, but there is always room for broadening.
11. Experience 60%; ability 40%.
12. Experience comes with years.
13. No.
14. No; college training should be no detriment to the right breed of boy.
15. Surely, if his parents can afford it, and the boy cannot obtain an opening in a shop.
16. Certainly, but prefer he should learn a trade to entering for a profession.
17. Certainly not.
18. Learn a trade in any case.
19. No; rather await opportunity for partnership with his principals or employers.
20. No; avoid borrowed capital.
21. Carelessness and indulgence of appetite.
22. The Bible, learning any of the Psalms by heart, and the teachings of Jesus; Shakespeare; Burns; Green's History of the English; History of United States; good fiction.
23. Certainly; more than one.
24. No.
25. Be yourself, asking your Heavenly Father to guide and direct you into the Truth. Take first employment that offers, no matter how humble; accomplish the task with energy, and a better job will surely follow. Employers and foremen are looking for zealous lads. Cultivate the acquaintance of good women in their homes, join them in reading and music, and at the period when you can set up a home of your own, if only two rooms, marry one of them, and make your home a little heaven on earth.

Hon. Thomas M. Patterson

Denver, Colo. United States Senator. Lawyer. Editor, *Rocky Mountain News*.

1. An earnest desire to succeed, and availing myself of every honorable means to bring about success.
2. Usually, yes; without exception, unless some physical disability exists or the morality of the occupation is questionable.
3. No. One may possess the qualities of perseverance and adaptability to make him successful in any calling he is qualified to pursue.
4. It is not wise to do so.
5. Would advise him to go to a city, or to some rural locality convenient to a city, where, as qualities developed, opportunity would occur to make means available for his good.
6. I would not; as the boy grew older, or after he became a man, his own judgment should tell him whether a large city was desirable.
7. Not if other and congenial occupations were open to him.
8. It may not be necessary to success, but success obtained without

strict honesty cannot be nearly so gratifying as when it is.

9. Not absolutely necessary. Fortuitous happenings may bring success, but that is a very rare occurrence.

10. I think not, though the likelihood of success in work is greater and more pronounced where one loves the work.

11. I think ability, though neither experience nor ability is likely to bring about success without other things to contribute.

12. It certainly may; there are other things that may readily take the place of experience.

13. A college training is highly beneficial even to men of business, and if time and means permit the boy should go to college.

14. In general, the boy who intends to learn a mechanical trade cannot spare the time, and has not the means, to go to college.

15. Yes, if he has the means and the desire.

16. By all means.

17. It may not be against his will; what appears to be will may be simply disinclination; disinclination should be overcome, if possible.

18. A trade.

19. I think every person should enter upon an independent career as soon as possible. This applies to business as well as other branches of endeavor.

20. No; commence upon a single dollar's capital, if necessary, and keep out of debt.

21. Lack of capacity and judgment.

22. The Bible, Shakespeare, standard histories of Rome and Greece, Blackstone's Commentaries, and some good author on physical culture and hygiene.

23. Yes.

24. Yes and no. The reason for the doubt should be apparent.

25. Be pure in thought and conduct. Maintain good bodily health. Eschew evil companions. Obtain as good an education as you can. Establish some definite aim in life, whether in trade, business, or profession, and bend your energies to succeed. When you can support a wife, marry some good, intelligent, and sympathetic woman; establish a home; love and protect your wife and children. Become interested in public matters, to do your part towards establishing an honest, capable public service. Work at whatever you undertake. Work, work, work.

Samuel B. Capen

Boston, Mass. President, American Board of Commissioners for Foreign Missions and Congregational Sunday School and Publishing Society. Member firm of Torrey, Bright & Capen, carpets. Philanthropist.

2. Yes, whenever possible. We succeed usually in that in which we are interested. A young man in our store made a failure, but when changed into a business which required mechanical skill made a complete success.

3. Not necessarily; a boy, by fidelity and earnestness, may overcome all obstacles.

4. No.

5. Yes.

6. No.

7. That depends upon whether he shows any special adaptability to anything else. As in No. 2, he will do his best work in that which interests him.

8. Yes, in the proper meaning of "success." There may be a superficial success for a time by dishonest methods, but in the end it is a failure.

9. Yes; a young man who is not now in dead earnest will certainly make a failure.

10. Ordinarily, yes.

11. Ability, but both are essential.

12. No.

13. Yes, we need thoroughly trained men in modern business to achieve the greatest success.

14. Would prefer Institute of Technology.

15. Yes.

16. Yes.

17. I would use every possible method of persuasion, but would stop there.

18. I should think his chances for success would be best in trade. The boy with little ambition has a poor prospect in anything.

19. Yes.

20. No.

21. It is especially difficult to name one. In many cases it is lack of persistent earnestness; in others taking larger risks than capital will warrant; in others extravagant habits.

22. The Bible, especially the Book of Proverbs; the best young man's book; biographies. The young man learns truth in the concrete illustra-

tion of some noble life, rather than in abstract statement.

23. Yes.

24. If it has been a successful business, yes. The English merchant sets us a good example at this point.

25. Be scrupulously faithful in every detail; be full of enthusiasm and earnestness; be honest and true and pure; avoid an unworthy companion or an impure book as you would the pestilence. Remember that a noble character is the largest success.

"Sow an act and you reap a tendency;
Sow a tendency and you reap a habit;
Sow a habit and you reap a character;
Sow a character and you reap a destiny."

Prof. John F. Duggar, M.S.

Auburn, Ala. Professor of Agriculture, Alabama Polytechnic Institute. Writer on agricultural subjects.

1. Love for the work in which I am engaged; faith in its usefulness; diligence in continual preparation for it and in its execution.

2. Yes, generally, unless that one is dangerous, speculative, or useless, or one requiring almost continuous absence from one's family, present or future.

3. Yes, ultimately, though the love for it may not be aroused until some progress has been made in preparation for it. If it has not then developed, one should carefully examine himself, and perhaps choose again.

4. No.

5. Depending on calling chosen. The city is the only place for certain kinds of work. It is well that only those with a definite purpose go to the large cities, though this purpose may later be exchanged for another equally definite one.

6. Depending on calling. The larger city is to be chosen only for a definite purpose and for distinct advantage offered in some special line.

7. No, if the dislike persists after he has been sent to an agricultural college to learn that farming means headwork quite as much as hard work. On a better farm, or with a different class of crops, his interest may be awakened.

8. Absolutely.

9. Yes.

10. Yes, or what is nearly the same thing and apt in time to result in love for the work; he must recognize its usefulness.

11. Both inseparable. Only ability can utilize experience.

12. There must be some experience, longer or shorter, depending on the vocation.

13. Yes.

14. Yes, or to a technical school or college.

15. Yes.

16. By all means.

17. No. He would waste his time. Give him a year of work, and then an opportunity to choose or reject a college course.

18. A trade or small business.

19. Dependent on unknown conditions. Salary is better than a somewhat speculative business. One is happier in working for himself than for another.

20. In farming, yes; probably so in many lines of business nearly free from the speculative factor.

21. In commercial life, the speculative tendency; in farming, want of knowledge of natural sciences and of their application to the economical production of plants and animals.

22. The Bible, and as many others of a serious nature as he can afford time for, especially in regard to his calling; the sciences related to it, economics, sociology, history, and poetry, omitting fiction, unless time for reading is abundant.

23. Not important, except for knowledge of world movements. A comprehensive weekly digest would save time, which time, thus gained, could be given to books.

24. Yes, unless rational inclination clearly prompts him to engage in some other calling.

25. Success generally depends in order of importance on (*a*) character, (*b*) preparation, (*c*) love.

John A. Mitchell

New York City. Founder and Editor of *Life*. Artist. Illustrator. Author.

1. Application and love for the work.

2. Yes.

3. No.

4. Yes and no.

5. Yes.
6. Yes and no.
7. No.
8. Yes and no.
9. No.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Yes and no.
18. A trade.
19. Yes and no.
20. Yes and no.
21. Want of application.
22. Six good biographies.
23. Yes.
24. Yes.
25. Whatever you do, even if relatively unimportant, do it to the best of your ability. Get into the habit of it.

Rev. Robert S. MacArthur, D.D.

New York City. Pastor, Calvary Baptist Church. Author and lecturer.

1. So far as I have had any success, I attribute it to good health and hard work. "Success" is not only a privilege, but a duty. Every man is bound to make the most of himself for both worlds. Willingness and ability to do tremendously hard work is genius. Any other conception of genius makes it a doubtful, if not a positively dangerous possession.

2. Yes, if the boy is mature and he has a reasonably good education on other lines than the profession chosen.

3. Yes; necessary to the highest success, but earnest work and worthy character will give a man good success in any profession.

4. All will depend upon the maturity of the boy's judgment and the strength of his preference together with a reasonably broad general education.

5. Either to a great city or to a moderately large town. The city to such a boy is itself capable of furnishing a valuable education.

6. No; not immediately; let him enter the doors open in such a town and exhaust its opportunities before seeking openings elsewhere.

7. All will depend upon local considerations. Does his father greatly need him on the farm? Are his dislikes to the farm the result of laziness or of inherent adaptability to some other work? Questions of this sort will suggest the correct answer in this case.

8. I do with the utmost emphasis. In the long run worthy character is sure to win the day.

9. Assuredly. This is a form of genius absolutely indispensable to success. The most successful men have been the greatest workers.

10. One can create love for his work by devotion to it. He can magnify the lowest service, giving it dignity, honor, and glory.

11. Experience is a form of ability; the highest success demands good ability supplemented by wide experience.

12. Genuine ability will struggle on until it acquires experience; the two things cannot well be separated.

13. I would most assuredly. In our day, business men need the broadest possible education. Business touches life at a score of points where broad culture is of the utmost advantage.

14. If possible; let him go to college in this case also. It is simply the question of the development of the greatest possible degree of manhood.

15. Yes, after he has had the general education of an academic or collegiate course.

16. Most assuredly. Many professional men have succeeded, not because of, but in spite of, the absence of a college course.

17. I should earnestly strive to secure the consent of his will, and I should greatly pity him if he were so stupid as not to will to go to college.

18. Every boy ought to know how to do something, so that thereby he could earn a living.

19. The answer to this question will depend on local conditions. A young man most often risks considerable for the chance of gaining experience and success.

20. Very rarely, would I so advise. The chances of success would have to be almost certain before I would give such advice.

21. A small proportion to incompetency; but the greater to inadequate

preparation, want of application, and extravagant living.

22. The Bible. A good dictionary; even the dictionary ought to be read in course, or at least daily studied. Shakespeare. A volume of ancient history. A volume of modern history. A volume containing great poems, ancient, English, and American.

23. Yes, but sometimes it is better for him either to take an evening paper or to postpone the reading until evening. A good daily paper may be called a secular Bible.

24. That would depend entirely upon the father's necessities and the boy's aptitudes. On general principles I should say, no.

25. Live clean lives. Obey the laws of God as they are written in your body as truly as they are written in His book. Be pure in heart, clean of lip, and honest in life. Trust God, and do your whole duty to yourselves, to your fellows, and to your God. In the words of the Apostle Paul to Titus (2: 12), "We should live soberly (*i. e.* with proper self-restraint), righteously (that is rightly), and Godly in this present world." The word "soberly" refers to ourselves, "righteously" includes all our relations to our neighbors, and "Godly" our duties to God.

W. J. Wilgus

New York City. Chief Engineer, New York Central & Hudson River R.R.

1. Energy, hard work, perseverance, integrity, and resourcefulness.
2. Yes.
3. Yes.
4. No.
5. No, unless he has marked aptitude for special work.
6. Same as No. 5.
7. Not if he has aptitude for other work.
8. Yes.
9. Yes.
10. Yes.
11. Both are needed.
12. Same as No. 11.
13. Depends on the boy; usually, no.
14. Same as No. 13.
15. Same as No. 13.
16. Yes.
17. No.
18. Trade or business.
22. Plutarch's Lives, Shakespeare, Macaulay's Essays, Scott, Thackeray, Hawthorne.
23. Yes.
24. Yes, if he shows aptitude for it.
25. Be resourceful, energetic, persevering, and honest, and always serve the best interests of your employer.

St. Clair McKelway, A.M., LL.D.

Brooklyn, N. Y. Editor, Brooklyn *Daily Eagle*. Regent, University of State of New York. Director, American Social Science Association. Writer and speaker on educational, civic, and historical subjects.

1. To persistence in my purpose to follow newspaper work; to a habit of mastering the details of all sorts of writing on newspapers; to limiting, as far as could be, my intimacies to those who are wiser and better than the average of folk in their circle or calling; to a belief that nearly every man definitely knows at least one thing well, and to getting his knowledge of that; to an invariable declination of all offers of political preferment; to a conviction that independence in journalism is the only guarantee against finding it a slavery; to not advancing in public controversy propositions or language you would not advance in private discourse; to writing for readers and not for the delectation or discomfort of other editors; to a hospitality toward what is both new and true in my business; to a spirit of boyishness or youth, which makes me the youngest man on my staff, no matter what my age; to three meals a day and eight hours' sleep o' nights; to the treatment of medicine, theology, and politics as things to analyze, not agonize about; to a life of temperance as to liquor, and to a rooted distrust of "moods," "fads," "visions," and "genius" as substitutes for hard work; to a belief in a Supreme Being and in the summation of all that is of value in religion, in the life and words of Christ; to a union of Scotch faith and Irish sentiment.

2. Most decidedly, if it be a pursuit the product of which the world cannot do without. If it be one which caters to the luxuries, the boy should be told that less than pre-eminence in it, is failure.

3. Helpful, not "necessary;" a man of brains, industry, and honesty can win success in a calling less congenial to him than others might be.

4. No, unless the boy wants to be a pirate, a robber, a promoter, or the like.

5. Yes, unless he has the gift of devising something which will create a demand by supplying a theretofore unfilled want.

6. No; I would advise him to show where he has qualities or abilities that will make great cities compete for him.

7. That would depend on what else he wanted to do, or be, and on his likelihood of succeeding, or not, in it.

8. Certainly; "success" won by dishonesty leads to the jail here or to hell beyond.

9. I do.

10. Answered under No. 5.

11. Experience plus honesty and industry.

12. No.

13. Yes, if he can "elect" studies there which in part will help him in the business he proposes to learn.

14. Yes, to a polytechnical college.

15. Yes.

16. Yes, if he can, and if he cannot, neither to whine nor despair.

17. Not if "his will" is judgment, and not loaf-it-ness or a bad temper.

18. A trade, for then he will have something he can carry around with him.

19. Yes, if it is a business some trust has not monopolized.

20. If the capitalist is a man of sympathy and judgment, willing to trust him, yes.

21. To debt, idleness, trickery, and "drink."

22. The Bible; Shakespeare's works; Macaulay's Essays; John Fiske's histories; and Cooper's, Scott's, and Dickens' stories; Franklin's Autobiography.

23. Yes.

24. No, because his father will be apt to be too lenient, or too hard, with him.

25. I would say, "Read my answers to the foregoing 24 questions," then I would add: "Do not regard success or happiness as a thing to be sought. Make each of them a result of duty done. Make duty your pole star. What is worth while will follow, or greet you, on that road."

REMARKS. Learn to control your movements. Keep your hands and your feet at rest when you are talking. Do not let them get in your way. Think very little about your "rights." Think very much about your duty and opportunity. Have as much concern for the honor, prosperity, and general welfare of your employer's business as he can have for it himself. Keep your mind as well as your body away from bad company. Do not read nasty books. Do not attend vile plays. Do not willingly listen to, or tell, bawdy stories. There is plenty of clean humor in the world. Pity a man without a sense of humor, and do not go into partnership with him. Humor is as essential to make life worth living as oil is to make machinery go smoothly. But make humor your servant and not your master. Reticence as a rule is strength. If you must talk, study conciseness. If you should keep silence about your own affairs or projects, yet have a loquacious habit, make fluency about something else than your projects or affairs, a screen behind which they cannot be found out. If you are not a fool, and a man thinks that you are one, let him think so, and then he will be the fool and you will not. Be careful about your dress, your shoes, your hands, and your finger nails. Have the first clean and neat, the second the same, the third properly cared for, and the fourth in good order. The condition you keep them in will largely govern an employer's or a customer's estimate of you. Go to the church of your faith regularly, and give what you can properly for its support. Before you criticise a preacher or lecturer or actor think what a poor fist you would make at his work, and be considerate or charitable. Give every man your ear and few your tongue. Distrust "know-alls" and "cure-alls." Do not let a newspaper substitute its thinking for your thinking, but make its thinking aid your thinking and suggest what it can to you. Do not be ashamed to acknowledge Jesus Christ before men. Be mighty glad if

He will not be ashamed to acknowledge you before His Father in Heaven. Remember that debt is the saddle on which the devil rides a man to ruin. Foster the wealth which comes by economy and savings and enterprise, and shun the idea of wealth which comes by speculation or "promotion" or "tips." Be liberal with your encouragement of others who deserve it. Approbation is the tonic which keeps up the spirit of struggling merit. Do not think that all the virtues reside in poverty or all the vices in wealth. Remember that half the time the under dog is the under dog because he ought to be the under dog. Be sure that trusts, combinations, and the like are as permanent forms of energy in the world as machinery and political parties are. Use a creed or a party as far as it satisfies your principles, and no further. Eat in homes or households, rather than in restaurants by yourself. Marry for love, but not until you can comfortably support a wife. Cleanliness, solvency, and civility are invaluable.

Clark Bell, LL.D.

New York City. Corporation lawyer. President, Medico-Legal Society. Writer on medico-legal sociology and legal subjects. Delegate, United States Government, to International Medical Congress, Paris.

1. (*a*) Diligence in work or business, and promptness in keeping all engagements and contracts. (*b*) Abstaining from drink, the use of tobacco, and from all games of chance for money stakes. (*c*) Giving judiciously at least one tenth of net earnings to charitable, religious, or commendable purposes, as a matter both of principle and also of policy.

2. Yes.

3. Not necessary, but preferable.

4. Certainly not.

5. No; there may be exceptional cases, but the country boy should, as a rule, not go to the great city for many reasons.

6. It depends on what the boy is to do, and who the boy is, and much on his home environment. In only exceptional cases should he go to a large city.

7. If he is naturally lazy and indolent, the farm is no place for him.

8. I have known many dishonest men to succeed financially, but success in life should not rest on the mere accumulation of wealth. A man may have made a million, and still be poor as Lazarus in character, and his life a complete failure.

9. I never knew a slothful, indolent man to achieve any pronounced success in any calling. He might win money gambling in stocks or at cards, but he could never achieve success.

10. The highest pleasure the earnest worker can know is to feel a joy in his work. Duty is sometimes higher in its demands than preference. "Duties are ours. Events are with God."

11. Ability must stand far higher in measuring success than experience. There are many who have not the ability to learn even by experience.

12. Yes; the man of ability will recognize and utilize the lessons of experience.

13. No; there is so much rubbish taught in college, and the years are so valuable in the formation of business habits, that few boys would succeed in business who had spent the four years in college which they should have devoted to a business training.

14. If he had the money to spend for the college course, or his father would help him, I would advise it, provided he devoted some hours a day to the study of the mechanical art he intended to follow.

15. Yes, decidedly, if he could go early and advance himself at the same time in the technique of his intended trade.

16. As a clergyman, indispensable; as a physician, almost indispensable; as a lawyer, depends on the boy. He must learn Latin, French, and should study German, but he could do this before he was 14 or 15; then if he commenced the study of elementary law, and entered a good lawyer's office at 17, and continued a proper course of study at the same time, he would make a better lawyer, than if he went to college from 17 to 21.

17. If the boy is constitutionally lazy and indolent, I would force him against his will, as a last resort and effort to save and make something out of him.

18. The field of business is better for such a boy. He could not make a

good mechanic, and never stand high in a professional career, while any boy can succeed in business, with ordinary ability, if he is diligent and honest.

19. At the proper time, but not until he had mastered the details of the business in all its branches. It is better that others should pay the expenses of his business education than to pay it himself, or usually so.

20. He runs too great a risk of moral ruin to go into business on borrowed capital. Failure in business would involve him irretrievably. It is wiser and safer to earn, and save, and risk your own money, than your friends'.

21. Aside from drink and bad habits, a want of careful, diligent application to business. To earn money is easy. To save it is the Rubicon. To live within one's means makes failure impossible.

22. There are no best six books for all boys. It depends on the boy and what he is to do. If in the professions, read everything — 500 books on his line of study — devour them all. If in mechanics, go to the bottom of all books treating of it. The history and constitution of a boy's country he must know, also the general features of its geography and political divisions. He should have mastered arithmetic, algebra, geometry, and astronomy (except the mathematics) at 17, and have read Cæsar, Virgil (6 books), Cicero (4 books), by that time, and 500 or 600 standard novels.

23. A boy, in this day and age of the world who doesn't read at least a tri-weekly paper, is out of the count.

24. If the father has only one son, it is a great advantage to him to do so. If he has many, or several, one or two should do so, and the others should not.

25. Be self-reliant, conscientious, honorable, and a gentleman, and make your word as sacred as your bond. What is true, genuine success? What should be the ideals and the laudable ambitions of the American youth? It is not mere money-getting. I know a multimillionaire, who has amassed an enormous fortune; his life is a failure; he has accomplished nothing for the uplifting of the race or the good of his fellows; his love of money-getting has become a mania, and he is childless, and abjectly poor in all the higher and nobler qualities that make a well-rounded life. Let the boy look forward to the accomplishment of some great, useful, and good work, on which he can look back without a regret, when the final summons comes, as one who has done something good in the world.

Remarks. Don't smoke. The habit is almost universal, but there are three reasons which should influence a boy, starting in life, not to smoke: (*a*) It gives a boy a bad breath, and is a filthy habit, and a high-minded boy should remember that the girl he is to marry has rights as to his personal habits of cleanliness. What boy would contemplate marriage with a girl who smoked? Keep a clean and sweet breath for your wife that is to be. (*b*) It is a singular vice. Many vices have redeeming features. This has not one. It is injurious to your health, and it becomes a fixed and uncontrollable habit, from which you cannot disentangle yourself. It is a foe to self-reliance; you bind yourself by bonds you cannot break, and are all your life a slave to this habit. (*c*) To speak on a lower plane, it interferes with your early success, as an economy. It costs a young man, in starting, the same that it does the older man. You can't smoke for less than 75 cents or a dollar a week, and it often runs much higher. Sit down and compute what this costs you, if you live to become a man, and an old man. To the boy of 18 or 20, how much of his earnings will be wasted in smoke if he lives to 80 years of age? If he keeps it down to $1.00 a week, which he cannot, that is $52 a year, $520 in 10 years, $1560 in 30 years, aside from the interest computed at only six per cent., when it should be compounded. Never play cards or games of chance for money. This is the rock on which so many lives have been wrecked and ruined. A clerk, who gambles, runs the risk of dismissal the moment his employer knows of it. It is the vice of vices. It destroys, it kills the moral nature. It teaches deception and lying and cheating. You are constantly at the mercy of sharpers and blacklegs, whose trade or profession is to cheat at the fashionable games. Gambling may be likened to a sea, the shores of which are thereby strewn with bleached bones of the best boys ever born into the world.

John Philip Sousa

New York City. Musician. Director, Sousa's Band. Composer.

1. Adaptability, hard study, and a never-ending enthusiasm for my work.
2. Yes.
3. Depends on the calling and the pride of the person.
4. No.
5. I would advise no one to change before they thoroughly understand what the change may bring.
7. No.
8. Yes.
9. Yes.
10. Not necessarily.
11. Adaptability, talent, or genius, with technical knowledge, alone make permanent success.
12. See No. 11.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. No, if the boy has sufficient brains to entitle his judgment to consideration.
18. I hate the drones of the world; as a boy without ambition is useless in any capacity, he is too expensive to handle in any trade or profession.
19. Depends on environment.
20. Same as foregoing.
21. Lack of application, lack of ambition, lack of politeness, lack of ability, all rolled into one cause.
22. The Bible, Shakespeare's Works, a complete history of his trade or profession, a complete history of his country, a history of the world, Innocents Abroad.
23. Yes.
24. Yes.
25. Be honest.

Henry T. Byford, M. D.

Chicago, Ill. Surgeon. Professor of Gynecology, College of Physicians and Surgeons, University of Illinois. Professor, Clinical Gynecology, Woman's Medical School, Northwestern University. Surgeon, Woman's Hospital. Ex-president, Chicago Gynecological Society. Honorary president, International Congress of Gynecology. Author of medical works.

1. To a habit of keeping at one thing until I had learned all I could about it, and not giving up because it became less interesting.
2. He should choose the kind of work he finds that he can do best. Preference is an unreliable guide unless taught by a certain amount of experience.
3. Ordinarily, but not always. The greatest success goes with preference, but preference is apt to follow success.
4. No.
5. Yes, and vice versa; if the city is crowded the city boy would do well to go to the country.
6. Not until experience has shown him that he is fitted for a larger field.
7. No. Send him to college.
8. No. Strict honesty puts a man at a disadvantage, unless he is an employee.
9. Of course.
10. Yes, usually.
11. Both are necessary. Experience counts more with moderate ability than the opposite.
12. Only moderate.
13. If he has time and money to spare, yes. If time is important, no.
14. Not exactly. He should take a technical course.
15. Yes.
16. Yes.
17. No.
18. Doesn't matter.
19. Yes, if he cannot work up to a high position or get an interest in some established business, and wants to work harder.
20. No.
21. Lack of experience in business. Lack of knowledge and ability in profession. Lack of industry in trades.
22. Bible, Shakespeare, Spencer.
23. Yes.
24. Yes.
25. Get on the right track, and never leave it.

REMARKS. Business men should cultivate scientific or political studies for recreation. Professional men should cultivate politics and field sports, and possibly literature, for recreation. Mechanics should study politics, art, literature, or science for recreation. Do not choose a calling exclusively for position in society or other extrinsic advantages, nor merely for the amount of money in it. Choose what you can do best.

Hon. Andrew J. Montague

Richmond, Va. Governor of Virginia.

1. The early necessity for work, and continuous and methodical labor, with a fixed purpose in life, together with a clear realization that a good character (high ethical standards) is the supreme essential.
2. By all means.
3. Yes; but some exceptions.
4. No.
6. I would not.
7. No.
8. It ought to be.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. By all means.
16. Yes.
17. No.
18. A trade.
19. Yes; but what is sufficient capital under present economic conditions is perhaps unknown.
20. No.
21. Bad habits, wild speculation, and lack of energy.
22. The Bible, Bunyan's Pilgrim's Progress, Plutarch's Lives, histories, Shakespeare, and Tennyson.
23. Yes.
24. Yes.
25. That character alone makes a man and a civilization. Remember this always, and work hard.

Hon. Joseph C. Hendrix

New York City. President, National Bank of Commerce and American Bankers' Association. Ex-postmaster, Brooklyn. Ex-president, Brooklyn Board of Education. Ex-Congressman.

1. Concentration; giving full measure of work for pay received, and being prepared for promotion.
2. Not until he has doubted his choice until he can doubt no more.
3. No.
4. No.
5. Yes; fish where the fish are.
6. No. The small cities are growing in importance and afford great opportunities for early distinction.
7. He will not stay there if he sees his life elsewhere and has success-making pluck.
8. The heart and core of it.
9. Concentration rather than desk laziness.
10. He must love work. His work will become his love if he does it successfully.
11. Without ability to utilize experience there is a fatal leak.
12. Yes; put a good American brain against a problem and the problem gets into the brain.
13. College education counts in the higher grades of all business life. It helps to get up the ladder.
14. Yes; then he will soon get out of his work-dress.
15. Yes.
16. Yes.
17. Yes.
18. Get him to work early, and keep him there.
19. Yes.
20. Yes, if he can show to expert dispensers of credit that he can handle the capital profitably.
22. The Holy Bible, Shakespeare, John Foster's Decision of Character, Thomas Hughes' Tom Brown Books, Bacon's Essays, and all books of popular proverbs.
23. Yes; the best written one he can find.
24. If the father has made a name, the boy should utilize it.
25. Love God, humanity, a good woman, and then concentrate.

J. Edward Simmons

New York City. President, Fourth National Bank, New York Clearing House, Panama R.R., and Columbia Steamship Co. Vice-president, Chamber of Commerce of State of New York. Governor and Treasurer, New York Hospital. Ex-president, New York Stock Exchange. Lawyer. Philanthropist.

1. Industry and perseverance.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.

8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes, after he has graduated from college.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes, if he has not sufficient capital of his own.
21. A desire to get rich too fast.
23. Yes.
24. Under certain conditions, yes.

John Thomson

Philadelphia, Pa. Librarian, Free Library of Philadelphia.

1. Success will almost invariably follow patient, punctual, and cheerful perseverance — never doing less than your best.
2. Undoubtedly.
3. Yes.
4. No.
5. Yes, but only if he has some friend to help him with advice, or a secured opening, before he goes to the city.
6. No.
7. No.
8. Without strict honesty nothing but failure can be looked for.
9. Yes.
10. In ninety-nine cases out of a hundred.
11. Experience; on the general ground that practice is better than theory.
12. Only in exceptional cases.
13. Undoubtedly, if he has the opportunity and means.
14. College training is good for everybody.
15. Yes.
16. Certainly.
17. No.
18. A trade.
19. Yes.
20. Never.
21. Want of application to business, and trickiness of business conduct.
22. (*a*) Bacon, "Essays;" Swift, "Gulliver's Travels;" Plutarch, Boy's and Girl's Plutarch, ed. J. S. White; Green, "Short History of the English People;" Aldrich, "Story of a Bad Boy;" Hughes, "Tom Brown at Oxford." (*b*) Lubbock, "Pleasures of Life;" Hale, "Boy's Heroes;" Irving, "Sketch Book;" Anstey, "Vice Versa;" Lang, "Blue Poetry Book;" "Arabian Nights." (*c*) Scott, "Ivanhoe;" Kingsley, "Greek Heroes;" Tennyson, "Poems;" DuChaillu, "Stories of the Gorilla Country;" Church, "Story of the Odyssey;" McClure, "Lives of Our Presidents." (*d*) Hughes, "Tom Brown at Rugby;" Verne, "Journey to Centre of the Earth;" Gilman, "History of the American People;" Stevenson, "Essays;" "Virginibus Puerisque;" Crawford, "Marietta;" Dumas, D'Artagnan Series.
23. Yes; but he is very apt to select only the sporting and athletic columns; hence the advice is open to much consideration.
24. If the business is legitimately large enough to justify taking a partner or the father is considering retiring after the boy has been thoroughly initiated into the business.
25. Enjoy fun and amusement in moderation; be bright; do your best by your mother and sisters; work hard and steadily. Love God and your neighbor.

Hon. Ezra P. Savage

Sargent, Neb. Governor of Nebraska. Lawyer.

1. Attention to business and always striving to earn my employer more money than he paid me.
2. Yes.
3. Surely, yes.
4. By no means.
5. Yes, if he prepares himself for the business he expects to follow.
6. No; at least not until his business ability has outgrown his home-town.
7. No.
8. Yes.
9. Surely.
10. Yes.
11. Ability.
12. Ability will bring experience, then success.
13. Not necessary, but helpful.

14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. By no means.
21. Lack of experience.
22. Life of George Washington, Life of Benj. Franklin, any good history of the United States, Shakespeare, Uncle Tom's Cabin, The Bible.
23. Surely, yes.
24. If the father has made a success, yes.
25. Be honest; keep busy at some useful employment.

Hon. Carroll Curtis Boggs

Fairfield, Ill. Justice, Supreme Court, State of Illinois.

2. It is certainly desirable and a great aid to success that one has a decided preference for his profession, occupation, or trade. Boyish whims or the mere caprice of a youth ought not to be considered, but the strong preference entertained by a young man whose mind is occupied with thoughts of the future may well be followed as a reliable indication of what is better for him to pursue.

3. Perhaps not absolutely indispensable, but a decided aversion for a calling is hardly consistent with a high degree of proficiency. Well-matured choice of a calling is so desirable that I should hesitate to advise a young man to enter upon a life work for which he had no enthusiastic preference.

4. No with emphasis. The boy who is dominated by his father will most probably be wanting in manly self-reliance. Trust the boy and give him his own way.

5. Country life is not devoid of opportunity, and it seems to me the growing inclination of our young men to join the crowds in the cities will result in over-crowding the great centers of life. City life absorbs the individual and tends to destroy individuality of character and life. If there is "little or no opportunity for business" in any line in any locality one designing to follow that line should emigrate.

6. No.

7. An appreciation and liking of a calling is so important that a "young man," son of a farmer, who has considered as to his future life, ought not to be kept on a farm against his wishes. Let him choose his own life and enter upon it with the burden of all the responsibility of his choice upon himself.

8. The tricky, foxy man may succeed temporarily, and instances where dishonest practices have brought wealth are not lacking, but as applied to the mass of mankind engaged in business the maxim that "honesty is the best policy" holds good. Integrity is one of the chief recommendations when an employer is looking for a business assistant.

9. Yes.

10. If one loves his work and engages in his duties with a sense of pleasure, he will certainly accomplish more than another to whom his work is distasteful. In a material way the former will exceed the latter, and moreover will find contentment and happiness which are to be sought as well, if not more, than mere success in business affairs.

11. Experience may add little to one who is wanting in ability. If one has ability, and has wisely chosen his calling, he will soon acquire experience, and as ability includes prudence and forethought, he will not be in absolute need of experience to avoid great mistakes. Ability, in the broader meaning of the word, has the better promise of success.

12. Yes.

13. That education is not essential to great success in business affairs is demonstrated in every community by the result of the life work of some of the most successful men of the community. The common and high school of the most of our States equip young men for all positions in life, whether in business or in the professions, in civil or political life.

14. No, certainly not, if it would interfere with his entering upon the actual work of his trade as late as his twenty-fifth year.

15. He would beyond doubt be greatly benefited. The education gained at such school is practical in character and very useful, but I do not believe in such expensive preparation as to consume therein those years

of early manhood which may be much more profitably employed in the prosecution of the real work of life.

16. One who has not enjoyed the advantages of a college course will at times in his professional experience be conscious of his deficiencies, but the professional man who comes early in life into his profession with an education equivalent to a high school, will in those early years, gain in his profession much that he will learn is more valuable than what others obtain during the same years spent at college.

17. A well-balanced young man, who has energy and ambition and who is given an opportunity to form a deliberate opinion as to what is best, is not likely to go wrong. Much of that which is taught in college life adds little to the practical power of the student to overcome the difficulties that be in the path of success.

18. Such a boy needs more than anything else to be aroused — mentally, and no doubt physically, until he feels the impulse of manhood. If he could be induced to pack his clothing in a bundle and run away from his home in the night time, and meet and face the world for himself, his prospects to make a good and useful man would be much improved. He needs to be put where he must stand of his own strength and provide for himself.

19. Yes. A young man who has business capacity and capital ought to go into business on his own account.

20. Prudence would dictate that he should continue on a salary and save as much as possible of his salary until he has accumulated enough to supply the needed capital, or at least one-half thereof.

21. Failure to practice economy; overlooking things small in themselves, but large in the aggregate; depending upon others to conduct that part of the affairs which the head of the concern should look to and control.

22. A healthy boy at a certain age hungers for stories of Indians and hunters. Cooper's Leather-Stocking Series should be provided. Tales of the sea, of adventure by land, etc., would interest him. History, astronomy, the current affairs of the world, as presented in the daily papers and in magazines, ought to engage his attention. The fiction of Scott and Dickens, the humor of Irving and Twain, and all clean novels and books, ought to be open to him. A free and wide range of reading is to be desired. Let him be informed as to the real things of the world, good and bad. Ignorance of evil will not serve to prepare him to resist or avoid it.

23. Emphatically, yes, yes, yes.

24. If he has a well-matured preference for it, and can resist the temptation to lean upon his father, yes; but if the tendency of his nature is to avoid responsibility and to enjoy ease and freedom from care, no. His father's experience ought to be of great benefit, if the parental relation does not depress the inclination to individual action on the part of the son.

25. Rely upon your own strength. Remember your reputation will take color from your associates. Cultivate the acquaintance of men your seniors in age. Practice economy and industry. Be courteous and firm and remember that all of the vices are expensive and tend to injure the man as a business man and in his moral and manly nature.

Charles C. Harrison, A.M., LL.D.

President, University of Pennsylvania. President, Pennsylvania Society to Protect Children from Cruelty.

1. (*a*) Early discipline in self-control and habits of industry; (*b*) attention to details; (*c*) persistent industry.
2. Yes, if available.
3. No.
4. No.
7. No.
8. Yes, in the long run.
9. Yes.
10. Not necessarily.
12. In fact it often does.
13. If time and means permit, yes, no matter what the proposed course of life.
14. Same as No. 13.
15. Yes.
16. Unquestionably.
17. No.
18. A trade.
19. Yes.
21. Imprudence.
23. Yes, at a proper hour.
25. Keep clean, and work hard.

Francis M. Gunnell, M.D.

Washington. Ex-Surgeon General, United States Navy. President, Board of Visitors, Government Hospital for Insane.

1. I do not know that I have enjoyed notable success in life, but whatever I have attained has been the result of good opportunities and devotion to duty.
2. Surely.
4. No.
8. To honorable success, certainly.
13. If possible to do so.
14. Not necessary.
15. Yes.
16. Yes.
21. Want of devotion to work undertaken.
22. The Bible, Dean Gouldburn's "Thoughts on Personal Religion," Life of Washington, Life of Lincoln, Life of Henry Drummond, good book on natural sciences.
23. Yes.
24. Yes, generally.
25. Fix your desires on a high and worthy object, and be earnest in pursuit of it.

Colonel Albert A. Pope

Boston, Mass. Merchant and manufacturer. Founder, American Bicycle Industries. Pioneer in Good Roads Movement. Director, American Loan and Trust Co., Boston Five Cents Savings Bank, and many other institutions. Past Commander, Massachusetts Commandery of the Military Order of the Loyal Legion. Member of the Society of the Cincinnati and many patriotic associations.

1. Self-sacrifice and perseverance.
2. Yes.
3. Yes, as a rule.
4. No.
5. Yes, if he has the ability and other necessary qualifications.
6. Start at home first.
7. Yes, unless he has ability for something else.
8. Yes, according to the best meaning of success.
9. Yes.
10. Yes, though there are exceptions.
11. Ability, though both are essential.
12. No.
13. Not unless his people are in a position to advance him in business.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. He should make at least a part of his capital. If he can't save something he ought not to borrow.
21. Lack of business principles in the daily conduct of affairs and lack of strict economy.
22. The Bible, Shakespeare, Les Misérables, Life of Abraham Lincoln, Carnegie's Empire of Business, John Fiske's History of the United States.
23. Yes.
25. Be honest, temperate, economical, and saving. Don't speculate, but work, and be willing to help others less fortunate.

Samuel S. Adams, M.D.

Washington, D.C. Professor, theory and practice of medicine and diseases of children, Georgetown University. Attending physician, Children's Hospital, Washington Hospital for Foundlings, Georgetown University Hospital. Secretary, American Pediatric Society.

1. (*a*) Hard study. (*b*) Not being afraid to work. (*c*) Strict attention to my professional work. (*d*) Grasping successfully a few ideas and avoiding a smattering of knowledge. (*e*) The art of applying what I knew, and never attempting to do something of which I knew little or nothing. (*f*) Respecting the feelings of others.
2. Yes.
3. Yes; *i. e.*, one is often impelled to a profession against the judgment of his friends.
4. No.
5. Yes, if he has the ability to adapt himself to a decided change of environment.
6. No, unless he has a good educational foundation to support his aspirations.
7. No.

8. Most assuredly.
9. Yes.
10. Yes.
11. Experience alone is transitory, while ability and experience lead to permanent success.
12. No.
13. A collegiate education is always desirable if it can be obtained without hardship.
14. If he can spare the money and time.
15. Yes.
16. Yes, always.
17. No.
18. Trade or business, never a profession.
19. Better watch the other fellow's capital for a few years, especially if his salary be a fair interest on the money he would invest.
20. No.
21. Trying to get rich too fast.
23. Yes.
24. If the father is a good disciplinarian.
25. In your calling be truthful, honest, painstaking, and industrious. Avoid excessive smoking. Let alcoholics alone. Never gamble either with cards, races, or the ticker. In your daily expenses spend your own earnings and avoid borrowing from your friends.

Robert Williams Gibson

New York City. Architect. Director, American Institute of Architecture. President, Architectural League of New York.

1. To thoroughness; to an aptitude for my profession; to a regard for simple principles; and to a readiness to seize an opportunity without delay.
2. Yes, unless his advisers knew of great disadvantages.
3. Not absolutely necessary, but decidedly conducive.
4. No.
5. Yes, unless he can make his life independent of business.
6. Certainly not.
7. No.
8. Unhappily not "necessary," but in most cases conducive.
9. Yes, except in speculative career, and except when powerful friends help.
10. In a profession, yes; in business, not necessarily.
11. These cannot be separated even in theory.
12. There is no such thing as ability without experience; experience is a necessary part of ability.
13. Yes.
14. No.
15. Yes.
16. Yes, but to begin his technical studies at the earliest possible time, even at the expense of the college course.
17. No.
18. Business.
19. Yes, if possessed of confidence and executive ability.
20. Yes, if with executive ability and credit. Let him try.
21. Lack of perception of the relative importance of things; failures are as necessary in the search for great men as in the search for oil wells.
22. So much depends on the boy—the best cannot be stated for all alike. I would tell a boy to read the Bible, not with superstition, but as any other book of human wisdom; Spencer's Data of Ethics; Darwin's Origin of Species; and the works of Oliver Wendell Holmes, Emerson, and Kipling.
23. Yes.
24. If so inclined, yes; there would be, probably, inherited aptitude.
25. As you grow old, keep true to your own boyhood's ideals.

Augustus C. Bernays, M.D.

St. Louis, Mo. Inventor of improved methods in operative surgery. Teacher of Anatomy and Surgical Pathology.

1. To an excellent college and university education and to a certain ambition to be at the head of my profession. The latter element, no doubt, led me to say and do things which aroused the jealousy and animosity of rivals. I am sure that this animosity spurred me on to renewed and increased effort and work. I therefore think that ambition is a good stimulus and the possession of a degree of ambition is better than the total lack of it. I think that certain inherited talents and aptitudes are the two factors

which make up the different degrees of ability in different men.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. No.
13. Yes, at least let him have a broad educational basis.
14. No.
15. Yes.
16. Yes.
18. A business or a trade.
19. Yes.
20. Yes.
21. To living higher and more luxuriously than the income warrants.
22. "Plutarch's Lives" and elementary treatises on natural sciences. A young man of good education should read Herbert Spencer's "First Principles" and a new work on the "History of Civilization."
23. Yes.
24. Yes, but not until he has worked for a few years under another master in the same line of business.
25. There is always room at the top, and you can climb high if you make no great mistakes along the road.

Hon. John Hunn

Wyoming, Del. Governor of Delaware.

1. To my home training, good health, fair education, and a consistent knowledge that I must work out my own success.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Experience will come.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. Seldom.
21. Spending more than they can afford to take out of the business.
23. Yes.
24. If his father is a success.
25. Be true to your God, your country, and yourselves.

William H. Lincoln

Boston, Mass. President, Boston Chamber of Commerce.

2. Yes.
3. No, but an advantage.
4. No.
5. Yes.
6. Not at first.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability; experience will come in time.
12. It is difficult to separate. Certainly experience is of little value without ability to profit by it.
13. Yes, if his means permit.
14. No; would advise Institute of Technology.
15. Yes.
16. Yes.
17. No.
18. Secure a clerk's position or some place on a salary.
19. Yes.
20. No.
21. Indolence or lack of judgment.
22. The Bible, Shakespeare, Milton, Thoughts by Marcus Aurelius; Works of Daniel Webster, Life of Abraham Lincoln. Don't know as these are the best, but they are certainly good.
23. Certainly.
24. Yes, if the business is a desirable one.
25. Keep good company; always speak the truth; be honest; let your word once given be as good as your bond; avoid temptation; make no haste to be rich; never get into debt unless you see your way to pay it; be diligent, earnest, and faithful; try to make the world better for having lived in it.

William B. Rice

Quincy, Mass. Rice & Hutchins, shoe manufacturers, Boston. Founded Quincy City Hospital.

1. A healthy body, a good digestion, a willingness to accept conditions, and sacrifice personal likes and comfort in order to win.
2. Generally, yes, for boys of good sense. Should want to be sure the boy knew his own mind.
3. A great help; not always necessary; some men could succeed in any one of several callings.
4. No.
5. The boy should have opportunity in proportion to his abilities.
7. No; be sure he knows his mind.
8. Yes, decidedly.
9. Yes.
10. Loving the rewards of work is often a sufficient incentive.
11. A good question for a debating club. I should say, both.
12. Sometimes.
13. If he loves study, yes.
14. No.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. Yes, if he is saving.
21. Going into debt.
22. Bible, and any healthy mental food he craves.
23. Yes, read everything.
24. Yes.
25. In whatever situation you are placed do a little more than can rightly be expected of you. Be chary in promise, but prodigal in performance.

John H. Converse

Philadelphia, Pa. President, Baldwin Locomotive Works. Philanthropist.

1. Attention to business.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. No.
13. Yes, if he can readily afford it.
14. No, but to a technical school.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. No.
21. Lack of application.
22. The Bible, Shakespeare, and standard histories.
23. Yes.
24. No.

Wm. W. Campbell, M.S., Sc.D.

Mt. Hamilton, Cal. Director, Lick Observatory. Astronomer. Author of astronomical works.

1. A good constitution. A natural bent for physical sciences. Thorough enjoyment of hard work. A knowledge of what I wanted to do, and rejection of offers to work in other lines at two or three times the salary.
2. Yes.
3. Yes.
4. No.
5. Yes, if more than average ability.
6. No, except under definitely favorable circumstances.
7. Not if he knows what he wants to do.
8. Yes.
9. Yes.
10. Yes.
11. Genuine ability soon begets experience.
12. Same as No. 11.
13. In the great majority of cases, no.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. No.
21. Lack of interest and application.
22. Any books that have lived.
23. Yes.
24. Yes, but the rule would have many exceptions.
25. Find out what you want to do, what you would really enjoy doing, and let nothing interfere with your honorable success in that work.

Hon. James B. Angell

Ann Arbor, Mich. President, University of Michigan. Diplomat. Ex-Minister to China and Turkey.

2. Yes.
3. No.
4. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
13. If he is intellectually gifted, yes.
14. Not unless he has ability enough to become a great leader.
15. Yes, if he has talent enough to become a manager.
16. Yes.
17. No.
21. Lack of persistence.
23. Yes.
24. No.
25. Be upright, persistent, industrious.

Arthur T. Hadley, A.M., Ph.D.

New Haven, Conn. President, Yale University. Author.

8. There are two things which are often confused — business success and money getting. The prostitute and the criminal may make a great deal of money; they do not make business success. A man does not need honesty to get money. He may break into his employer's safe and steal it; he may worm his way into his employer's confidence and get it on false pretences; he may sell the use of his name for fraudulent purposes; he may pretend to deliver goods which he does not actually convey; he may take a mean advantage of his more honest competitor. Some of these ways of getting money are more easily discovered than others and more severely punished; but, whether they are discovered or not, the money made in these ways does not represent business success. To business success, in the proper sense of the term, honesty is so absolutely essential that the man who asks the question is guilty of confusion of thought, and he who hesitates about the answer is preparing to sell his soul for money if the price can only be made high enough. I ought perhaps to apologize for speaking thu frankly, but it seems to me that plain word on this question is worth more than opinions on all the rest o the questions put together.

George Wheeler Hinman

Chicago, Ill. Editor-in-chief an manager, Chicago *Inter-Ocean*. Lec turer on foreign history and diplo macy.

1. Thoroughness.
2. Yes.
3. No.
4. No.
6. No.
7. No.
8. In a higher sense, yes; not how ever to making money.
9. In most cases.
10. No.
11. Both equally.
12. Seldom.
13. Yes, unless the effort would b too great.
14. No.
15. Yes.
16. Yes.
17. No.
18. Business.
20. Seldom.
21. Lack of painstaking industr and thoroughness.
22. The best six books applying t his future vocation or occupation i life.
23. Yes.
24. Yes.
25. Be thorough, industrious, honest and frank. Avoid all false pretence in your daily life. In a word, be true

General Charles H. Taylor

Boston, Mass. Editor-in-chief an general manager, Boston *Globe*.

1. In every position that I hav ever held I have always done a littl more than was expected of me. That and honest, hard work, will accom plish all that the ability and ambitio of a man entitle him to achieve.
2. Yes.
3. Usually.
4. No.

5. Depends on whether he has brains and industry.
6. No, unless he is an unusually bright boy.
8. Absolutely.
9. Absolutely.
10. Yes.
15. Yes.
16. Yes.
17. No.
19. Depends on his ability, and the circumstances in each case.
20. Depends on circumstances.
21. Lack of brains and of industry.
23. Yes.
24. Yes.
25. Do a little more than is expected of you wherever you are placed.

Rev. Francis E. Clark, D.D.

Boston, Mass. President, and founder, United Society of Christian Endeavor. Editor, *Christian Endeavor World*. Author.

1. What little success may have come to me I attribute under God's blessing to trying to foresee what ought to be done next, and doing my best to accomplish it.
2. Yes.
3. Not absolutely necessary, but very desirable.
4. No.
5. Not as a rule.
6. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes, often.
13. Yes.
14. See below.
15. I consider this the equivalent of a college and perhaps better for a mechanic.
16. Yes.
17. Many boys need some moral compulsion at first. Let him try it at least.
18. I would, if I were such a boy, be a farmer or fruit-grower.
19. Yes.
20. It might be wise. It all depends on circumstances.
21. Lack of sterling moral purpose and steadfastness of character.
23. Yes, briefly, limiting himself to ten minutes a day.

J. W. Higgins

Chicago, Ill. General Superintendent, Illinois Central R.R.

1. (*a*) Hard, conscientious work; (*b*) fairness to competitors; (*c*) justice to subordinates; (*d*) making my word good and being considerate to all.
2. If he persists after 17 years of age.
3. Not in a boy.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. In the earlier years, ability; in later years, experience.
12. See No. 11.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Better become attached to a good firm or business well established.
20. No.
21. Dissolute habits.
22. The biographies of the successful men in his chosen line and good works on the same subject.
23. Yes.
24. Yes, one or two.
25. Shun bad company. Tell the truth. Be considerate and just. Never break a promise.

Arthur R. Reynolds, M.D.

Chicago, Ill. Health Commissioner.

1. Close and persistent application.
2. Yes, if he is old enough.
3. Yes.
4. No.
5. If he must have business, he must go where business may be had. He should stay in the country if he can be content.
6. Decidedly, no.
7. No.
8. I certainly do.
9. I do.
10. Yes.
12. Yes, with application.
13. Yes.

14. For a time.
15. Yes.
16. Yes, but he should not stay for a degree, unless it comes easy to him.
17. No.
18. In such a case he should take what is most convenient, and stick to it.
19. Yes.
20. No.
21. Inattention, due to poor health, lack of faculty, or laziness and debt.
23. Yes, the news, the wholesome news.
24. Yes, except he show superior talent for some other.
25. Be cheerful, willing, industrious, and honest.

Elwood Furnas

Nevada, Iowa. President, National Farmers' Alliance. Farmer.

1. To continued determination to succeed in anything undertaken along with compatible conditions.
2. I would advise him to enter the business he could successfully accomplish.
3. Yes, if the preference was gained by experience.
4. No.
5. No; not until he received an education.
6. No.
7. Yes.
8. Yes.
9. Yes.
10. No.
11. Ability.
12 Yes; experience can be attained by ability in different ways.
13. Yes.
14. Yes.
15. No.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No.
21. Going into business with too small capital, and unmindfulness caused by intoxicants and other deranged conditions.
22. The Bible, Shakespeare, political economy, physiology, Code of his State, the best biographies of Americans.
23. Yes.
24. Yes, if there is a demand for it.
25. Do unto others as you would that others should do unto you under like circumstances. Shun those who would mislead you. Seek wisdom from whence it comes. Learn from the works of nature through which the blade of grass waxes forth and the great oaks from acorns grow, that power which can only be put in force by a power exceeding that of man, which power will naturally gain supremacy in your minds, as that of the Great Architect of the universe, and if you thus observe you will love such architecture, and by this acquirement you will love the Architect, which is the greatest thing you can attain. Business, trades, and other conditions are secondary matters. Be useful, so that they who use will seek you. Be prompt, that you may receive promptness when needed. Be worthy of hire, for that increases worth and worth advances compensation. Be courteous to all. Treat every one's sister as you would have your sister treated. Be honest as you would have others be unto you, and you will be rewarded by God and man.

George W. Stevens

Richmond, Va. President, Chesapeake & Ohio R.R.

2. Yes.
3. Yes.
4. No.
5. Yes, if he has no taste for farming.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes.
21. Lack of application.
23. Yes.
24. Yes, if it is to his liking.

John C. Houghton

Lynn, Mass. Librarian, Public Library.

1. Fixed moral principle. Industry. Perseverance.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Not absolutely necessary.
11. Ability.
12. Not often.
13. No.
14. No.
15. Yes.
17. No.
18. Trade.
19. Yes.
20. Usually, no.
21. Extravagant expenditures.
22. Bible; Student's Manual (John Todd); Young Man's Guide (W. A. Alcott); Self-Help (S. Smiles); Business World (A. Carnegie); some special book in the line of the boy's choice.
23. Yes.
24. No.
25. Be honest, industrious, keep your eyes and ears open, and do not talk too much.

Prof. Samuel H. Woodbridge

Boston, Mass. Professor, Massachusetts Institute of Technology. Chairman, Committee on Car Sanitation, American Public Health Association. Designing and consulting engineer for heating and ventilating in over 150 buildings, including United States Capitol.

1. Enthusiasm and diligence.
2. Opportunity and preference.
3. No, but an advantage.
4. No.
5. There are other and better things than business.
8. By all means.
9. Yes.
10. Concentration, devotion, enthusiasm.
11. Ability.
12. With ability, progress through experience is rapid.
13. The deeper and broader the education the better, if available.
14. Mental training, first. Trade, second, and the better for the training.
15. Yes.
16. Yes.
17. Devote attention to the *will.*
18. That most likely to arouse manhood in him.
19. Much depends upon circumstances. Largest opportunity should determine the matter.
20. Only with the advice of those who lend money for the purpose.
21. Subsidence of the fitless; misjudgment; mismanagement; heartless enmity of competition.
22. The Book of Books, the best history, the best poetry.
23. Avoiding the dismal round of evil.
24. General principles are those named in No. 2.
25. Quit you like *men.* Whatsoever your hands find to do, do it with thy might.

Roswell Miller

Chicago, Ill. Chairman of the Board of Directors, Chicago, Milwaukee & St. Paul R.R.

1. Hard work.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. No.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes.
21. Lack of persistence.
23. Yes.

General Samuel Dalton

Boston, Mass. Adjutant General of the Commonwealth of Massachusetts.

2. Yes.
3. In a measure.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Both.
12. Ability would look for the experience.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Depends on chances of success.
20. No.
23. Yes.
24. No.

Hon. Gustavus R. Glenn

Atlanta, Ga. State School Commissioner. President, Southern Educational Association and Department of Superintendence, Chicago National Educational Association.

1. I do one thing at a time and put my whole soul into the doing of that one thing.
2. It depends on the boy; if he is normally developed, yes.
3. Not always.
4. No.
5. If the boy has brains, yes.
6. No.
7. No.
8. Yes.
9. Always.
10. Yes.
11. Experience.
12. No.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A trade is liable to develop his ambition, if he has energy.
19. Yes.
20. Yes.
21. Ignorance of conditions necessary to success.
22. The Bible, Shakespeare, Bunyan's Pilgrim's Progress, good history of his own country, biographies of a few great men.
23. Yes.
24. Other things being equal, yes.
25. Speak the truth, act the truth, live the truth.

John Mickleborough, Ph.D.

Brooklyn, N. Y. Principal, Boys' High School.

1. Earning my own money and paying my way through college.
2. Yes, provided it is an honorable calling.
3. No.
4. Such force is usually unwise.
5. Many a boy is too great by capacity for usefulness for his home-district; if he remains he is dwarfed.
6. It will depend upon the boy's ability to lead a pure life in the great city. This question cannot be answered by any general rule.
7. No; if he dislikes farming because of its hard work he might as well be kept at that as to try any other line of work.
8. There are hypothetical cases where "strict honesty" is not the best or truest thing to do. Honesty is always to be commended.
9. "Persistent application" may dwarf the man. Application with periods or hours of recreation is to be preferred.
10. One must take interest in his work and may be successful without having great love for it.
11. Ability is the foundation; experience is the superstructure. Experience without ability is generally a failure.
12. Yes; limited success. Success is not monetary. Real success comes with years of effort, and here is the opportunity for experience.
13. Yes; as a general rule, nothing can take the place of college training, college life, college experience.
14. Yes, and in his chosen trade thereby become the leader.
15. Yes.
16. Yes.
17. No; many a boy should never go to college.

18. If he has little ambition, let him undertake that in which he is likely to become the most interested.

19. Yes, provided he has sufficient capital to meet the great combinations of the present time; forty, or thirty, years ago, I should have said, yes.

20. No.

21. Lack of judgment. Too much allowed for "luck." "Luck" sometimes covers lack of judgment. Those cases are rare.

22. Bible; Shakespeare; Lives of American Statesmen, 36 vols.; Poems of Longfellow, Whittier, Holmes, Bryant, Lowell.

23 Yes; he should be advised so that he may select that which is valuable from the valueless in the daily paper.

24. In some instances, yes; in others, no. It depends upon the kind of father, the kind of boy, and the kind of business.

25. I should quote the words of Longfellow: "Live up to the best that is in you, live noble lives as you all may in whatever condition you may find yourselves, so that your epitaph may be that of Euripides: 'This monument does not make thee famous, O Euripides, but thou makest this monument famous.'"

John Sloane

New York City. Of W. & J. Sloane, carpets and upholstery.

1. I attribute whatever success I may have achieved, under Divine guidance, to wise parental teaching and training, and steady purpose to accomplish what was in my mind to do.

2. Yes.

3. Yes.

4. A boy should be the architect of his own fortune, guided, but not forced.

5. Yes.

6. I would strenuously seek for the opportunity, and if a desirable one offered, would embrace it.

7. No.

8. Yes.

9. Yes.

10. Yes.

11. The one is essential to the other.

12. No.

13. Desirable, but not essential.

14. Would advise the scientific department of a university.

15. Yes.

16. Yes.

17. A boy should be encouraged, but not forced, to enter college.

18. Would advise a trade.

19 If he has any ambition, yes.

20. Much would depend upon the disposition of the lender.

21. Lack of ambition, thoroughness.

23. Yes.

24. Yes.

25. "Whatsoever thy hand findeth to do, do it with thy might," giving unto God all the glory and honor.

A. A. Raven

New York City. President, Atlantic Mutual Insurance Co.

1. As respects success it may be regarded as a relative term. There can be no true success in life save in the faithful performance of duty and the utilizing of every means at one's disposal to meet the daily requirements, never losing sight of the fact that there are forces beyond our control which are to be recognized at all times, and that human effort will be entirely fruitless except through the recognition of an over-ruling Providence.

2. If the choice is made, not through whim or mere fancy, it unquestionably follows that one should pursue the bent of his mind in the selection of a profession.

3. Sometimes there are avenues open to us of which we can form no conception as to what the outcome will be, and, therefore, it follows that the condition named is not necessary.

4. Unquestionably not.

5. It is the duty of every one to enter the most inviting field for the development of his faculties in the sphere of his usefulness.

6. No, I would not.

7. Certainly not.

8. Integrity is the very foundation of all success; without it there can be no success.

9. Certainly.

10. He certainly should be deeply interested in his work, in order that the result may be successful.

11. Experience should be a schoolmaster, and should also be of daily acquisition. What is termed ability, or high mental endowment, is not necessarily a factor in success. A keen, active mind will, however, use experience to the best advantage.

12. It is the faithful use of what one possesses that is, after all, the basis of true success.

13. If the conditions are favorable to his going to college, the cultivation of his mind and enlargement of his mental scope are unquestionably of advantage to him under every condition.

14. I certainly should, if the conditions are favorable.

15. Certainly.

16. That would seem to be necessary.

17. No, I do not, for the result will not be favorable.

18. A trade, by all means.

19. Provided he has a wholesome conservatism in not exposing his entire capital.

20. No, I would not. I would advise no one to borrow.

21. Recognizing the principles in life of cause and effect, lack of fidelity and want of proper application are unquestionably the main causes of failure.

22. In my judgment the books more favorable to the highest development of the mind and the more consciousness, are: The Bible, Bunyan's Pilgrim's Progress, Shakespeare, and the biographies of distinguished men who have achieved success in life in the sense of leaving an uplifting influence through the ages. Among such men I would name, John Howard, Abraham Lincoln, and William E. Gladstone.

23. As to reading the daily newspapers, one has to be familiar with current events and understand the important conditions prevailing in the world. It would be hard to apply the designation "good" to any one paper.

24. No, if it can be avoided.

25. Use every means in your power to keep your bodies in a healthy condition and your minds susceptible to moral impressions. Be faithful in all the minor details of life, irrespective of the circumstances in which you are placed. A boy actuated with these desires will certainly be successful.

Stuart Robson

Highlands, New Jersey. Actor.

1. Earnestness, a fair degree of honesty, a good share of self-esteem, and a full belief in the superiority of my calling above all others.

2. Yes.

3. Yes.

4. Not only unwise, but criminal.

5. Yes.

6. Yes; I don't think a country life is conducive to the development of intellect or a liberal life. A bright boy could make no material progress in country surroundings.

7. No.

8. Many of the great fortunes of the world have been built by honest methods; not all, I fear.

9. Industry is the proper word for genius.

10. Yes.

11. Ability first, of course.

12. No.

13. No.

14. No.

15. No.

16. One of the learned professions, yes.

17. No.

19. Yes, under expert advice.

20. Yes, under expert advice.

21. Lack of ambition.

22. Dickens' "Oliver Twist," Balzac's "Louis Lambert," Lea's "History of the Inquisition," Irving's "Life of Goldsmith," Bartlett's "Familiar Quotations," Shakespeare's "Comedy of Errors."

23. Yes.

24. Yes.

25. "Let the school-house be your cathedral, good works your religion. To plough is to pray, to plant is to prophesy, and the harvest answers and fulfils."

Hon. Oliver A. Howland.

Toronto, Ontario. Mayor of Toronto.

2. As a general rule, yes.

3. Subject to No. 4, no.

4. Not if the chosen career is a useful one, with possibilities for one diligent in it.

5. Would, if he has the brains to utilize the opportunity of improving the art of agriculture as manufactures have been improved.

6. Not unless he has unusual talent. The inflow of ambitious competitors towards cities leaves the moderate certainties of local business unimpaired.

7. It depends upon the source of his dislike. If from dislike of work, he had better overcome it at home. If from ambition and sense of talent, he had better first study his home opportunities.

8. Yes, except on the stock market.

9. Yes.

10. If he is lazy and dislikes work generally, he had better overcome it, otherwise, see Nos. 3 and 4.

11. Ability is necessary to generalize from experience. Both are necessary, as the tool and the hand are both necessary.

12. Ability will prevent attempting that which requires experience.

13. If he makes a business of his college life, it will help him. If he pursues it without purpose, it will unfit him.

14. No, except for a scientific course.

15. Yes.

16. Necessarily.

17. No, unless to prevent his being utterly idle.

18. First, agriculture; second, a trade.

19. Not unless special local opportunities will preserve him from monopolistic competition.

20. Would not without a certainty before him.

21. Too great anxiety for success, without regard to aptitude, means, reasonal e opportunity, and honesty.

22. The Bible, teaching principle of duty, philosophy and high aims of thought; some good English history, as Green's, to enlarge the mind; the best humorists, to correct self-conceit; the best authorities on his special line of work, mechanical, agricultural, economic, or professional.

23. If he can afford it, and does not allow it to lead his opinions without criticism or individual judgment.

24. Yes, unless he has a strong aptitude in another direction, or the business is overdone and decaying.

25. Be honest, intellectually, in word and in act. Be not too discontented with your opportunities, nor too content with your achievements.

Edward W. Pope

Boston, Mass. Treasurer, Pope-Robinson Co., automobile manufacturers. For 19 years treasurer, Pope Mfg. Co., makers of Columbia bicycles.

1. To seizing the best opportunities offered, and then working persistently, faithfully, and honestly, not allowing speculation, or any outside business, to interfere with duty, but at the same time taking enough recreation and exercise to keep a sound mind and a healthy body.

2. Yes, if his best advisers do not think otherwise.

3. No, but think one should love his work in order to be successful in it.

4. No, not if the boy is willing to remain poor in order to follow the calling he loves.

5. Would advise him to leave home, but he need not feel obliged to go to a great city.

6. No.

7. No, if he is fond of work. If he is not fond of work, yes.

8. Yes, because by business success I mean the building up of a business that will last a lifetime or longer, and in order to do that one must have the respect of the community in which he lives and the support of true friends, which cannot be done without being strictly honest.

9. Yes.

10. Yes.

11. Experience, but both are needed.

12. No, not to be permanent.

13. Not unless he has influential friends to help him after he graduates.

14. No.

15. Yes.

16. Yes.

17. No, but there may be exceptions. If the father and mother are very desirous that the boy should go, and are positive that the boy will not be injured morally by idle college associates, and the father is willing to help him after he graduates, it might be advisable to force him.

18. A trade would be the best.

19. Yes.

20. Not until he has saved a little capital for himself.

21 Want of experience.

22. The Bible, Shakespeare, Les Misérables, Empire of Business, a good life of Abraham Lincoln, a good life of Alexander the Great.

23. Yes, and be sure to take one that has good editorials and that does not enlarge upon the latest murders and prize-fights.

24. Yes, because it is the best way to benefit by the father's experience.

25. Be honest and truthful. Keep your own self-respect. Do not speculate. Do not endorse. Do nothing to injure your health. Tell your employer everything he ought to know and everything you think he wants to know.

William H. Maxwell, Ph.D.

New York City. City Superintendent, of Schools. Author of school text-books.

1. My ancestors. Perseverance.
2. Yes.
3. No.
4. No.
5. A small city first.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
12. No.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. No.
21. Lack of persistent application.
22. The Bible, Shakespeare, Plato's Republic, Goethe's Faust, Macaulay's Essays, Tennyson's Idylls of the King.
23. Yes.

Henry Kirke Bush-Brown

New York City. Sculptor. Author.

1. Environment and a wise training which developed the ordinary virtues; industry and patience; determination; etc.
2. Assuredly.
3. No, if will power and courage are constituent.
4. Every child should be brought up to honor and love work and to a great extent should choose his own vocation.
5. If he has ability for business success and has an opportunity of betterment, but good business training is as needed for country as for city life.
6. No.
7. No.
8. Yes.
9. Assuredly.
10. No; but loving the work makes it more successful.
11. Ability usually; there are exceptions, of course.
12. Yes.
13. Yes, if the college is to be a means to the better preparation for the business.
14. No.
15. Yes.
16. Yes.
17. No, except in some cases.
18. Trade or business.
19. If with a reasonably sure prospect, yes.
20. No, unusual cases excepted.
21. Lack of judgment.
22. Conduct of Life by Emerson, New Testament, Life of Lincoln, Up from Slavery (Booker T. Washington), Destiny of Man (John Fiske), The Coming People (Dole).
23. Read, no. To keep track of the big movements of civilization and trend of his business or occupation, yes.
24. Yes.
25. Be patient and industrious, honest and helpful, sober and courageous, modest and respectful; above all, be happy and cheerful and cultivate a habit of regularity.

Hon. Ignatius A. Sullivan

Hartford, Conn. Mayor of Hartford. President, Hartford Central Labor Union and Connecticut Federation of Labor.

1. First, to an ambition that I might some day fill an important position, which would materially assist in advancing the cause of the common people. Second, honesty of purpose. Third, diligence, and keeping everlastingly at it, when I was sure I was right.
2. Yes.
3. No, for few boys have sufficient

knowledge of any calling, and a pronounced preference comes only after experience in some calling.

4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Not necessarily, but one must come to love his work after success comes.
11. Ability.
12. No.
13. Go to college if possible, for education is the wealth of the world.
14. No.
15. Yes, if possible.
16. Certainly.
17. No.
18. Trade, first, which may develop in him an ambition to rise above his workmates.
19. Yes.
20. Yes.
21. Lack of good reasoning.
22. History, travel, biography.
23. Yes.
24. Yes.
25. Be honest; make friends; be ambitious to rise above your present station or position.

John B. Murphy, M. D.

Chicago, Ill. Surgeon. Professor of Surgery, Northwestern University. Inventor of surgical appliances.

1. (*a*) Integrity of purpose; (*b*) persistence in action; (*c*) indefatigable labor; (*d*) devoting attention to practical and live topics; (*e*) prompt action.
2. Yes.
3. Enthusiasm and love for work are necessary.
4. No.
5. If he has a strong character, yes. A weak character will be swallowed up in the whirlpool of a large city. If he has a strong mother, yes.
6. He must first prove that he is larger than the place, then move up.
7. It depends on his capacity for labor; a lazy farmer-boy is usually a lazy professional or business man.
8 Absolutely necessary, first, last, and always.
9. Yes.
10. Yes.
11. Ability.
12. Ability over-rides experience and teaches the fallacy of traditions.
13. Yes.
14. Through the high school.
15. Yes, if possible.
16. Yes.
17. Yes, by all means. College to many boys is like medicine: it may benefit them greatly, though they dislike taking it.
18. The ordinary boy very frequently, under proper guidance, makes the master man. The precocious youth less frequently attains eminence in any line.
19. To go into business for himself, in the line in which he has experience, if possible; but go into business for himself without experience, if necessary.
20. If his experience has demonstrated that it is good collateral for the capital, yes; otherwise, go into business with the capital which he has.
21. Indolence or dishonest labor.
22. That depends entirely on the boy's mental calibre. It is not what is in the book, but it is what the boy is capable of digesting mentally, and applying to the conditions of life.
23. There is no daily paper good for a boy.
24. Yes.
25. Be honest with yourself, honest with your neighbor, and honest with your God. Have high ideals; they are easily attainable, if you work, work, work.

Hon. John B. Cassoday

Madison, Wis. Chief Justice, Supreme Court of Wisconsin. Author. Ex-Speaker, Wisconsin Legislature.

1. First, a firm conviction in boyhood that I must rely upon my own efforts, and do whatever I attempted to do to the best of my ability. Second, impaired health, which induced me to change my plan of life and refrain from manual labor and become a student and finally a member of the legal profession. Third, devotion to that profession and its ideal standards, and permitting no permanent interruptions.
2. That depends upon whether the

boy has sufficient years, experience, and judgment to comprehend what he really prefers. If he has not, his decided preference may be the worst possible. If he has, then to follow his preference would seem to be wise.

3. No; most boys would choose what appears to be most easy and agreeable. Real success consists in surmounting great difficulties. Such difficulties are not always attractive and sometimes are very repulsive — especially to the young. A "pronounced preference" may be realized after years of disagreeable experience, which would have been spurned before the experience.

4. No.

5. A "sparsely settled district" is, as a general rule, a far safer place for a boy than a "great city." Most of the successful men in great cities were brought up in the country. The country will usually present opportunities commensurate with the abilities of the boy. Except under special circumstances, the country boy should keep away from great cities.

6. No.

7. If the farmer's boy does not like farming, the probability is that he dislikes any kind of work. In early life, I knew such a boy — the son of a well-to-do-farmer. The last I knew of him he was a criminal tramp. The boy, who is not willing to work at whatever he is capable of doing and which circumstances seem to call upon him to do, will almost certainly be a failure at any kind of work.

8. What some may regard as success, as mentioned in my answer to the twelfth question, may be achieved without strict honesty, but permanent success in legitimate business, depending upon the confidence and patronage of the public, can only be attained by strict honesty.

9. Yes, for permanent success in legitimate business.

10. It may not be attractive in the beginning, but he must by persistent application learn to love his work in order to enjoy it and make it most successful.

11. Ability may exist without experience, but experience cannot exist without some ability. Ability is the essential, and may be improved by experience. Ability is a flexible term, which may mean much or little. It is essential to success.

12. That depends upon what is meant by success. If it is merely to get money, that may be accomplished by a sudden discovery or a lucky investment. If it is merely to get an office, that may be secured without experience by clever manipulation and friendly assistance. If it means the building up of character and manhood in some legitimate business, then great success can only be accomplished by ability improved by experience.

13. Yes; at least he should be sufficiently educated to master the business he intends to follow.

14. Same answer as to No. 13.

15. Same answer as to No. 13.

16. Most certainly, especially a learned profession.

17. No; better force him to do manual labor against his will.

18. I would advise such a boy to engage in such labor as he is able to comprehend and perform, and make no attempt to enter upon any trade or business or profession which he is unable to comprehend or perform. Success in some humble calling is far preferable to failure in attempting impossibilities.

19. I would only so advise in case the circumstances and conditions are favorable and such as to make success fairly probable. Under such circumstances and conditions there would be greater opportunity for the development of manhood and character as a proprietor than as a mere employee.

20. No.

21. A lack of the requisite capacity, education, energy, and persistency to do the business or perform the services attempted.

22. The Bible, and any others which are most attractive and tend to build up moral character and personal and business habits.

23. Yes.

25. Revere God. Cultivate a kindly spirit toward all men, especially those with whom you daily mingle. Obtain, as soon as possible, absolute control over your appetites, passions, desires, and conduct. Cherish friendships and social intercourse. Be sincere, but not dogmatic. Refrain from all illegitimate business or methods. Cultivate noble impulses and high ideals. Be honest, industrious, economical, and persistent in making the most of opportunities as they arise.

Admiral Norman H. Farquhar

Washington, D. C. United States Navy.

1. Honesty of purpose.
2. Yes.
3. Yes.
4. I do not.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. No.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. Yes.
18. A business.
19. Yes.
20. No.
21. Want of honest application.
23. Yes.
24. Yes.
25. Be honest in word and deed.

General William A. Bancroft

Boston, Mass. President, Boston Elevated R.R. Lawyer. President, Mayors' Club of Massachusetts and Cambridge Club. Commander, Massachusetts Commandery Military Order of Foreign Wars of the United States.

1. Fairness and industry.
2. Yes.
3. No.
4. No.
5. Not necessarily.
6. No.
7. No.
8. As a rule of conduct, yes; but it is said not to have been necessary in some cases.
9. Yes.
10. Not necessarily.
11. For the multitude, experience.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. It may be, if he is in opulent circumstances.
19. Yes.
20. No.
21. Lack of capital.
22. The Bible, Shakespeare, a good history of the United States, Blackstone's Commentaries, a good history of European nations and their dependencies, a good book on the sciences.
23. Not one, but several.
24. Yes.
25. Be honest, be observing, be thoughtful, be industrious.

Hon. Alexander Caldwell

Leavenworth, Kan. President, First National Bank. Ex-United States Senator.

1. To a determination at an early age to establish a character for promptness and reliability in business and to so conduct myself in whatever I might undertake as to at least deserve success, and by constant effort to accomplish the end in view.
2. Yes.
3. For the highest success, yes.
4. No.
5. Yes, if he is ambitious and capable.
6. I would advise him first to make a start in his home-town. If he develops ability he can remove later to a great city.
7. No, if he will go to work in some other calling.
8. Yes, as a rule for permanent success, although many honest men fail, while some unfair and dishonest men succeed.
9. Yes; no great result can be attained without hard work.
10. Yes, for permanent and highest success.
11. Ability; it will be aided, of course, by experience, but it requires natural ability to conceive and execute great work.
12. Yes.
13. Yes, if he has a desire to do so. Education is a tool, the better the tool the easier the work, if properly used.
14. While not necessary, yet if the boy is ambitious for an education, I will say, yes.
15. Yes.
16. Yes.

17. No; it would be a waste of time and money.
18. A trade.
19. Yes.
20. Yes, partly so.
21. Neglect of business, improvidence, extravagance, haste to become rich, and general lack of good judgment.
22. Bible, Shakespeare, ancient and modern history, Les Misérables, Ben Hur.
23. Yes; the boy could hardly be intelligent upon the questions of the day without doing so.
24. No, unless he possessed a decided taste and ability for it.
25. Cultivate the highest aspirations; be honorable, industrious, economical, energetic, temperate, considerate of others, and know no such word as fail.

Hon. Alfred Bayliss

Springfield, Ill. State Superintendent, Public Instruction of Illinois.

1. Hard work and common honesty.
2. Yes.
3. Yes, for full success.
4. No.
6. No.
7. Not if the dislike is well founded.
8. Certainly.
9. Yes.
10. Yes.
12. "Success" is a plant of slow growth; experience is essential.
15. Yes.
16. Yes.
17. No.
18. Quite immaterial what he does until ambition hits him.
19. Yes.
20. No.
22. Bible, Shakespeare, Holmes' "Autocrats," Parkman's Histories, Hay and Nicolay's "Lincoln."
24. If father and business are both good, yes.
25. Be honest, studious, public-spirited, punctual, kind. Prefer a sixpence earned to one picked up in the street. If you are in business, and a buyer cannot find what he wants in your stock, suggest to him that he may possibly find what he wants over at your neighbor's farm, shop, or factory.

Samuel R. Callaway

New York City. President, American Locomotive Co. Late President, New York Central & Hudson River R.R. and Lake Shore & Michigan Southern R.R.

1. I always tried to make my employer's interest my own, irrespective of any difficulties I met in doing so.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. In many cases.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A boy with little ambition is of little account at any place or time.
19. Yes.
20. Yes.
21. Shiftlessness.
22. Bible, Shakespeare, Milton, Dickens, Thackeray, George Eliot.
23. Yes.
24. No.
25. Be honest, diligent, courteous, and always tell the truth, no matter what it costs.

Hon. Morgan G. Bulkeley

Hartford, Conn. Ex-Governor of Connecticut. President, Aetna Life Insurance Co.

3. No.
4. No.
7. No.
8. Yes.
9. Yes.
10. Generally.
11. Join hands.
12. No.
13. No.
14. No.
15. Yes, if his circumstances will permit.
16. Most certainly.
17. No.
18. Probably unsuccessful in either.

19. Yes.
20. Yes.
23. Yes.
24. No.
25. Be honest, industrious, and patriotic.

William Martin Aiken

New York City. Architect. Formerly supervising architect, United States Treasury Department. Designed Government exposition buildings at Atlanta, Nashville, and Omaha.

1. Physical conditions: good health. Temperament: cheerfulness, honesty, integrity, patient perseverance, gratification in helping others, readiness to assume responsibility. Experience: endeavoring to do the best under the circumstances, trusting the results will justify act and motive, learning to decide promptly, definitely. Observation: (past) the encouragement from what others have done in spite of obstacles; (present) study of human nature and character.
2. Yes.
3. Yes.
4. On general principles, no, but qualified by circumstances.
5. On general principles, yes.
6. Not as a boy; later in life, perhaps, yes.
7. On general principles, no.
8. Absolutely necessary to ultimate success.
9. Decidedly.
10. Certainly.
11. Ability first; experience surely comes to the one who wants it, and is absolutely necessary.
13. On general principles, yes; but it depends upon the character of the boy.
15. A technical school is of undoubted ultimate advantage.
16. By all means.
17. Questionable.
18. First, business; second, trade; third, profession; dependent somewhat upon the trade, business, or profession of father or other individual influencing him.
19. On general principles, yes.
20. Yes, qualified, however, more by the young man's character than by opportunity or other attendant circumstances.
21. Lack of (stick-to-it-iveness, grit, perseverance, stamina, determination) character.
22. (*a*) The Bible, (*b*) Shakespeare, (*c*) Life of George Washington (Lodge's or Ford's), (*d*) Life of Abraham Lincoln (Morse's or Tarbell's), (*e*) Julius Cæsar (J. Anthony Froude), (*f*) Life of Alexander the Great (Benj. Ide Wheeler).
23. Yes.
24. Yes.
25. "Be sure you are right, then go ahead;" stick to it whatever you do; take care of your health; and "Do unto others as you would have them do unto you."

Frank K. Cameron, Ph.D.

Washington, D. C. Chemist. Soil Expert, United States Department of Agriculture. Late Research Assistant and Instructor Physical Chemistry, Cornell University.

1. (*a*) The ability to make a concentrated and sustained effort to meet a piece of work. (*b*) A good general education, and a thorough training in the theory and philosophy of one subject; in this case, chemistry. (*c*) A good address. (*d*) The ability to look at the problem of life, or business, objectively rather than subjectively. (*e*) The encouragement, assistance, and support of my wife.
2. Generally, yes; but not under all circumstances by any means.
3. No, but is a great, if not the greatest, factor.
4. No.
5. Generally, I would not; but it would depend upon the boy and the surrounding conditions.
6. No.
7. No, if his leaving does not bring unusual hardship to some one else to whom he owes duty.
8. No, but I believe it is desirable, aside from ethical or religious reasons, and as a business policy.
9. Yes, but not in the sense that the same amount of application should be continuously made. Complete relaxation at times is desirable.
10. No, but other things equal, the love of his work will make the man far more successful.
11. Ability.

12. No.
13. Not always, but in the majority of cases, yes, if he stops with the baccalaureate degree.
14. Not always, but generally, yes, if he stops with the baccalaureate degree.
15. Yes, generally.
16. Undoubtedly.
17. No.
18. Trade.
19. Yes.
21. Self-indulgence.
23. Yes, after he was 15 or 16 years of age.
24. No.
25. Be scrupulously honest. Be gentle. Practice self-control. Exercise your will power, preferably upon yourself. Learn to look at things objectively. Learn to look at things in prospective, giving just values, and do not get lost in details.

Hon. Rastus S. Ransom

New York City. Ex-Surrogate of the City and County of New York. President, Society of American Authors. Lawyer.

1. Close application. Temperate habits. Plenty of sleep. Wholesome food. Punctuality in all things. Respectful consideration of the opinions of others, and after all, thinking it out for myself. Making my word as good as my bond, and never pleading the "baby-act."
2. Yes.
3. No.
4. No.
6. Depends on the boy and what chances are offered in both places.
7. No.
8. Yes, and the stricter the better.
9. Yes.
10. Not necessarily.
11. Ability.
12. Yes; experience can be acquired.
13. No.
14. No.
15. Yes.
16. Yes.
17. Never.
18. Trade.
19. Yes.
21. Lack of application, and dishonesty.
22. Tale of Two Cities, Swiss Family Robinson, Book of Proverbs, The Four Gospels, Ivanhoe, The Kite Trust.
23. Yes.
24. Yes, if his father had been successful.
25. Work, work, work. Never speak or act a lie.

Charles H. Greenleaf

Boston, Mass. Proprietor, Profile and Flume Houses, White Mountains, N. H., and Hotel Vendome, Boston.

1. To accepting, years ago, the kindly advice of a Christian gentleman, a stranger, "whether in the body, I cannot tell; or whether out of the body, I cannot tell; God knoweth." To association with those older than myself as friends and partners in business. In this I had the benefit of their experience and credit. I was willing to do the work; they did not object. It gave me experience and an honored position. To having kept my expenses below my income, that each new year might show a balance in my favor. When necessary to borrow money in my business, to having secured it all in one place. Better $10,000 to one than $500 to twenty. Talk injures credit.
2. The boy should advise with his parents and with successful business men — no others, before choosing.
3. No, the great success of many men has been in a line of business entirely foreign to their tastes. It was ability and accepting the situation.
4. No. If the boy's preference, however, is not pleasing to the parents, who should know his ability, they should agree upon something satisfactory to both.
5. Yes, if he has strength of character to stand the temptations and is ambitious to succeed in life.
6. No; if he is successful in the smaller place, opportunities will come for the larger one.
7. No; let him try his fortune elsewhere. If he fails, no fear about his returning.
8. No; the successful, dishonest man, however, has little respect in the community.
9. Yes, while in active business.

One can accomplish more in eleven months of the year than in twelve, however.

10. Not necessarily; a desire to succeed should be the strongest factor. Many men forget their bank account in love and pride of their calling.

11. Experience. It teaches the art of dealing with men, the great secret of success.

12. Yes; ability is a power and soon gains experience in contact with the world.

13. If it is his desire. Do not urge it unless you wish to turn him from business pursuits. His college life will bring new ideas.

14. No. While a college training is desirable, the time given to it would prepare one for a mechanical trade and an earlier start in business.

15. Yes; he learns much in a technical school that is important, and which would take years to acquire at his trade.

16. Yes; aside from the knowledge acquired, it gives him a better standing with his fellows.

17. No, but I should force him into something at which he may earn his own living, rich or poor. There should be a law compelling every able-bodied boy to labor, as much as a law to prevent crime.

18. A trade. He would be a failure in business or a profession. $5,000 spent to educate a $500 boy is poor judgment.

19. No; if he has ability to succeed alone, he will command a large salary, and later become a partner.

20. No. Let him reach the head of salaried men in present business, save his earnings, and he will accomplish more. Interest works nights and Sundays.

21. Mother's love and kindness. A fear of soiling the hands, or doing what father did, ruins the business prospects of many boys. With men, rents—too expensive buildings, stores, hotels, homes. The old story—cannot pay the rent.

22. The Bible, Josiah Strong's "Our Country," Elbert Hubbard's "Message to Garcia," his own cash-book, a grammar, and spelling book. The last two are recommended from long experience with boys, both in and out of college, who have applied for positions. Ambitious boys will read good books enough naturally.

23. Yes, if he can find one neutral in politics; if not, two, one of each dominant party. To reach the truth, both sides must be heard.

24. No, unless a profitable one; the boy should not be required to give his time to a failing concern. If profitable, then on conditions. He should receive no favors not granted to others in business.

25. Read your Bible daily; it will do you good in spite of yourself. Join the Y. M. C. A., that you may have a place to spend your evenings and pass the leisure hours in good company. Keep your word. Be careful about your promises and the use of your signature. Locate your business where you can get good prices. Never quarrel with a man that is paying you money. Never speculate. The ox-team gets across the prairie first. Let others do the talking. Words not spoken require no apologies. Don't do anything on Sunday that you would not do week-days. Spread out your goodness. You will make some mistakes in business; don't be discouraged; all the ways of making them have not been discovered yet. Unless you can find one honest man that recommends the use of liquor and tobacco, drop them. If in a bad mood, walk fifty miles to see a person rather than write—you will cool off.

Joel W. Burdick

Albany, N. Y. General Passenger Agent, Delaware & Hudson R.R. Director in several corporations.

1. Largely to a fortuitous combination of circumstances, coupled with a natural willingness to assume responsibilities if necessary.

2. Yes.

3. No; few youngsters have any intelligent preferences.

4. No.

5. Yes, if he has enterprise enough to strike out for himself.

6. Yes, if he should want to do so. If he fails, he will probably return to the smaller field.

7. No, if he cannot be taught to like it.

8. Yes.

9. Yes.

10. Necessarily.
11. Ability.
12. Yes, but, of course, experience is gained in the process of achieving success; in one case quickly, in another slowly.
13. Yes.
14. Every boy, who has the opportunity and desire to go to college, should do so. If he can go to college, he probably will not want to learn a trade.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes, and he should always be prudently in debt; large operations cannot be conducted otherwise.
21. Indolence and lack of natural ability.
22. The Bible, first; Ruskin's "Modern Painters," to develop a love of nature and art; Tennyson: after these, any good literature. The boy can then be trusted to choose the best. Shakespeare and Scott will naturally follow.
23. Yes.
24. Yes, if the father is founding a business or profession.
25. That the greatest blessing vouchsafed to man is the capacity to labor. That the popular doctrine that work is an evil is a fallacy. He can ask no higher privilege than to be permitted to work along the lines of usefulness in any field. There can be no higher happiness than that which comes from a sense of fulfilled duty. To be patriotic and ambitious to help in the great constructive work now under way in the building up of our country's greatness.

Rev. W. C. Bitting, D.D.

New York City. Pastor, Mount Morris Baptist Church.

1. Thoroughness, or conscience in work. No slighting of details in anything. I desire this to be a comprehensive conception, and applied to study, friendships, work, rest, morals, and everything else. It is the surrender of the whole of one's self to both the immediate duty, and the ideal of life, body, mind, will, time, unreservedly dedicated to the utmost possible conscientious use.
2. Not always. Preference may be a fancy only. Few boys are able to decide in this way. One ought to do what he is qualified for doing. Structure indicates function, in plant, animal, machine, or man.
3. Love for work is part of necessity for success in it. No one can do best what he does not want to do, but conscience can work wonders.
4. No; it is folly for any person to mould another's life in any such way. "Train up a child in the way HE should go," not your way.
5. No; if by success you mean money-making, then, of course, the mad chase of the dollar will lead to anywhere or anything to make it; but that is a poor idea of success.
6. No.
7. "Like" is elastic. Some persons like no work; no lazy man likes any work. Boys and men and women are queer things. They always like something else than what they are and have.
8. Yes.
9. Yes.
10. Yes.
11. Which wing of a bird contributes more to its flying?
12. Which wing of a bird contributes more to its flying?
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No; let him be a drudge forever if he will not be anything else.
18. Wake him up. No boy, not an idiot, is ordinary if he is touched in his deepest self.
19. Yes.
21. An unwillingness to pay the price for success.
22. The Bible, a good dictionary, a good geography, any books except novels that are trashy.
23. Yes, a good paper.
24. If in accord with principles stated above.
25. Trust God and man. Be thorough in the use of all your powers, physical, mental, moral, social. Never waste one moment. Be careful with tongue and pen. Have a true ideal and work towards it unflinchingly. Learn from defeat. Never compromise with wrong. Discover your own peculiar powers and shape life ac-

cordingly. Remember that there is another fellow in the world also.

REMARKS. Success defined: It is the approach of ability to possibility, the ratio between attainment and the ideal. It has not reference to mere money-making, but to manhood. It is not the same for all persons, but varies according to individual possibility, or ideal. The ratio may be the same for persons with varying abilities. It is not in imitation of another. Each bird sings its own note; each flower has its own form, color, and perfume; each tree its own peculiar fruit; each energy of nature its own special function. So each person has his own (not another's) special mission. He succeeds as his ability approaches his possibility, as he attains his own ideal which is indicated for him by his peculiar qualities of being. Herein lies the crime of forcing another person against his will or nature. It violates God's will for that person's life and work as indicated in his structure as much as if we tried to make one bird sing another's note, one energy of nature perform another's function, etc. All callings in life are divine, since God calls to all by structure of being. Get the boys away from the vulgar notion that success relates to wealth, and fill them with the ideas given above.

Rev. Ballington Booth

New York City. President, The Volunteers of America.

1. To a resolution to conform my life to certain fixed principles, among them being: (*a*) To honor God in all things. (*b*) To be strictly honest in all transactions. (*c*) To regard difficulties as stepping stones to success. (*d*) To do all I do with my might. (*e*) To avoid postponing until to-morrow what should be done to-day

2. Most certainly.

3. Yes, every time. Then the boy will throw his heart and energy into it.

4. Most assuredly not. It would mar his prospects and happiness in work.

7. Certainly not.

8. Most assuredly, to the right kind of success.

9. Yes, to almost all degrees of success.

10. Yes, to make the most of it.

11. Experience.

12. Little; it is invariably experience that brings success.

13. If his parents can afford it, college life is in itself an experience.

16. Most assuredly.

17. No; a forced boy rarely gains experience or attains success.

18. I would wait until the boy's mind developed to see what it is fitted for.

20. No! No!! borrowing is a bad start in life.

21. Lack of application and stability of character.

22. The Bible, Bunyan's Pilgrim's Progress, a good Life of George Washington, Barnes' History of the United States of America, Smile's Self-Help, and others.

24. Depends upon (*a*) the boy's calling, and (*b*) the parents' circumstances.

25. Resolve that you will put God first in your life; never do anything your heart tells you is wrong; and not least throw your whole soul and being into whatever you undertake; and all will be well.

J. Walter Thompson

New York City. President, The J. Walter Thompson Co., advertising agents. Capitalist and financier.

1. Hustle.

3. No.

4. No.

5. Yes.

6. Yes.

8. Yes, surely.

9. Yes, surely.

10. Desirable, but not necessary.

11. Both.

12. Sometimes.

13. If he can.

14. If he can.

15. Yes.

16. Yes.

18. Put him on a ranch.

19. Not until he is over thirty.

21. Outside speculation.

22. Pushing to the Front (Marden), Winning his Way (Coffin), Ivanhoe (Scott), Æsop's Fables, Robinson Crusoe, Swiss Family Robinson.

23. Not until he is twenty-one.

24. All right to enter his father's business, but not with his father.

Edward R. Johnstone

Minneapolis, Minn. Editor-in-Chief, *The Minneapolis Times*. Was in charge of fleet of dispatch boats, Spanish-American War, at Key West in Havana and Santiago blockades, and in Puerto Rico.

1. Opportunity and assiduity.
2. Yes.
3. Yes.
4. No.
5. Depends on circumstances; usually, no.
7. No.
8. Of course.
9. Yes.
10. Yes.
12. Yes.
13. If he can afford it.
15. Preferably.
16. Yes.
17. No.
18. He should have a preference.
23. Naturally.
25. Be patriotic, fearless, charitable Americans.

Joseph M. Rice, M.D.

New York City. Editor, *The Forum*. Physician. Author. Educator.

1. The power of concentration.
2. Yes.
3. No.
4. No.
6. No.
7. No.
8. No.
9. Yes.
10. No.
11. Ability.
13. Yes.
14. The more general education, the better for the boy.
15. Yes.
16. Yes.
17. No.
18. Business.
19. It depends upon his business capacity. Many men of experience and ability can do better for others than for themselves.
20. No.
21. Lack of business ability.
23. Yes.
24. No.
25. Take an interest in what you are doing.

Victor C. Alderson, A.M.

Chicago, Ill. Dean, Armour Institute of Technology. Writer on scientific and mathematical subjects.

1. Work.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. No.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. No.
18. Business.
19. Yes.
20. Yes.
21. Extravagance.
22. Bible, Shakespeare.
23. Yes.
24. No.
25. Work.

Charles Knowles Bolton

Boston, Mass. Librarian, Boston Athenæum. Author.

2. Usually.
3. No.
5. He owes it to his home to stay there unless he is unusually able and bright and so fitted for a larger sphere. It is a pity for most boys to give up farming for a clerk's life.
6. No, unless very ambitious, in which case he will go in time whatever you say to him.
7. Possibly not.
8. In details, yes; in great matters I have formed my opinion from the newspapers.
9. Yes.
10. Hardly. If a man loves his family he will respect his work that brings support.
11. Ability.
12. Usually.
13. Yes.
14. Perhaps not.

15. Yes, probably.
16. Yes.
17. If of intellectual family, yes.
18. Trade.
19. Yes, in time.
20. "Nothing succeeds like success."
21. Lack of a feeling of responsibility.
22. Message to Garcia. Biography.
23. The first and editorial pages are enough.
24. If he does not need the experience of "standing on his own feet."
25. Read the Message to Garcia.

William B. Clark

Hartford, Conn. President, Aetna Fire Insurance Company.

1. Hard work, long hours, and strict devotion to employer's interests. Made myself so indispensable that when opportunities for promotion came in sight, they couldn't do otherwise than hand them over.
2. Yes.
3. No; for when something else is taken up, preferences often change.
4. No.
5. It all depends; some of our brightest lights have been country boys with limited education.
6. No.
7. No.
8. Absolutely.
9. Most decidedly.
10. As a rule, but there are exceptions.
11. Both.
12. Yes, for the experience is soon gained.
13. Yes and no; there are advantages in college life, but most boys, when through, are too old to commence at the bottom.
14. No; good grammar and high school education sufficient.
15. Technical school is a good thing for him.
16. Certainly.
17. No.
18. Trade.
19. Yes, if a good executive.
20. As a rule should say, no.
21. Eye-servant; watching the clock for time to quit.
22. The Bible, of course; a good monthly magazine; a trade or professional paper relating to his business; and then there are hundreds of books.
23. By all means.
24. Yes, if he likes the business and doesn't know more than his father.
25. Have an eye to your employer's interests; be ambitious to reach the top of his trade or profession; cultivate good habits and good associates; always keep your appointments to the minute; be manly; have clean hands; be neat in person; under no circumstances be ashamed of your Christian profession.

Hon. Joseph B. Moore

Lansing, Mich. Justice, Supreme Court of Michigan.

1. Deciding early what I wanted to be. Honesty, diligence, industry.
2. Yes.
3. Yes.
4. As a rule, no.
5. Not if he intends pursuing a calling where his field would be in the country, but if the calling he selects finds its largest field in the city, yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Without ability no great success can be attained.
12. Experience is greatly to be desired, but if one has ability he will soon get experience also.
13. Yes, if he can without too great self-denial.
14. Same answer as to No. 13.
15. Yes, if possible.
16. Decidedly so.
17. No.
18. Unless his ambition can be aroused, it won't make much difference. He will not be a success.
19. Not unless I knew the surroundings. In many cases I should answer, yes.
20. Same answer as to No. 19.
21. To bad habits.
22. The Bible, Shakespeare, Emerson's Essays.
23. Good daily paper, yes.
24. If he has an aptitude for it.
25. Decide early what you want to do. Be honest. Be diligent. Do not be impatient. All things come to those who wait.

William R. George

Freeville, N. Y. Founder of George Junior Republic. Philanthropist.

1. To my mother's persistency and prayers.

2. Every time, providing the business be of an honorable nature.

3. Generally. However, I know of one or two exceptional cases where a feeling of duty to family and parents has entered into the equation and a fair amount of success has been achieved, although the individual has not been fond of his occupation.

4. In my opinion the parent has no right whatsoever in this direction, providing the occupation preferred by the boy is honorable.

5. Certainly, providing the boy is not fond of agriculture or endowed with a desire to be helpful to the people of the sparsely settled community.

6. This is a hard question to answer. It depends entirely upon the individual boy and his opportunities in either place.

7. By no means. Still a boy may be interested in scientific agriculture, while agriculture along the old lines may bore him. I am convinced that many good boys, who are failures, or only partially successful, in the city, would be successful men upon farms at the old homestead, if the father had given them a short course in some agricultural school.

8. Most assuredly.

9. Every time.

10. In 99 cases out of every 100, maximum success, and in 9 cases out of 10 a fair amount of success.

11. Both are absolutely necessary.

12. No, because as soon as ability is put in practice a certain measure of experience is the result.

13. If possible, but by no means absolutely essential. Everything depends on the boy.

14. It would be a fine thing, providing the boy desires to do so, but by no means positively essential to success.

15. If it be possible.

16. It would be best in many ways.

17. By no means.

18. It would be very hard to give advice in this matter. I think in such a case it might be well for the boy to get a little practical experience in all three fields; although in certain case this method might be considered ques tionable, as it might have a tendenc to unsettle a certain class of boy: All boys are more or less inclined t change occupations in their earl years of business life.

19. This depends entirely upon th general characteristic traits of th young man and his employers. Hi future prospects would also enter int the problem.

20. Sometimes, although it is ver risky.

21. There are many reasons, but i asked the principal one, I should say lack of stick-to-itiveness.

22. The Bible; History of the Unite States; Les Misérables; Robinso Crusoe; Thrift, by Smiles; the Life o Abraham Lincoln.

23. Certainly.

25. Don't get on "Easy Street. "Nothing without labor."

Hon. Charles C. Nott

Washington, D. C. Chief Justice United States Court of Claims. Au thor.

1. Ambition and hard work.

2. Yes, if he really knows all abou it. No, if his decided preference i merely a boy's fancy.

3. No. Witness General Grant wh had an aversion to a military life.

4. Certainly not, though Horac Binney's step-father forced him to b a great lawyer when the boy wante to be a poor doctor.

5. No. I would advise him to go t a good agricultural country. I woul not take the responsibility of advisin any boy to go to a great city.

6. See No. 5.

7. I must first know what the bo does like. I have a poor opinion o boys who don't like.

8. Not necessary, but the sures road to it.

9. Yes.

10. No.

11. Ability.

12. True ability seizes and uses th experience of others.

14. No; mechanical things must b acquired early.

15. Yes.

16. Assuredly.

17. College is a poor place for any one who is not trying to get all the good he can out of it.
18. The smaller his field, the better.
19. That would depend on the young man and the fair salary.
20. No.
21. Want of foresight.
22. Booker Washington's Autobiography, Macaulay's Miscellanies, Irving's Life of Washington, Stoddard's Inside the White House, Bancroft's United States History, Ripley and Dana's Book of Household Poetry.
23. No; never a daily paper, but, carefully, a good weekly.
24. Yes.
25. Never let another boy make you act like a fool.

Theodore N. Ely, C.E., M.A.

Philadelphia, Pa. Chief of Motive Power, Pennsylvania R.R.

1. Hard work.
2. Yes, decided preference, if the boy is old enough to realize what that means.
3. No, but more strength of character is involved.
8. Decidedly, yes.
9. Yes.
10. Not necessarily for money-getting; for his happiness, yes.
13. By all means.
14. By all means.
15. If he cannot have both a college and technical training, he should choose the latter
16. By all means.
17. Yes, for at least one year. He will know more what it means after that.
18. Give him a tonic and plenty of fresh air, which may help his ambition; without that he would not count for much.
21. Generally speaking, failure to apply himself seriously to the work in hand.
23. Yes; it should be chosen by an elder person.
24. Yes, after a thorough education, and if the father has been successful.
25. Prepare for college; go to college, even if you have to borrow the money; work hard in college and work still harder when you enter upon your life work.

Hon. Henry R. Edmunds

Philadelphia, Pa. President, Philadelphia Board of Education. United States Commissioner. Trustee, Free Libraries.

1. To hard work, punctuality in keeping my appointments, and fidelity at all times to fact.
2. Yes.
3. No, not if the boy has true grit; otherwise, yes.
4. No.
5. Yes.
6. No.
7. No.
8. Certainly; no man should go to bed with another man's money in his pocket if it can be avoided.
9. Yes.
10. Yes.
11. Ability.
12. Yes, although experience would be a great help.
13. Not necessarily.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. Yes.
21. Dishonesty, untruthfulness, negligence, inattention, too many side issues, carelessness, and absence of a general education and sound principles.
23. Yes.
24. Yes.
25. Work, and be truthful and honest.

William B. Howland

New York City. Treasurer and manager, *The Outlook*.

1. Work. Restlessness. Opportunity, and readiness to accept it. Enthusiasm and efficiency of associates and co-workers.
2. Certainly.
3. Eminently desirable, at least.
4. No.
5. A town or smaller city first, if possible.
6. Not till he outgrows the smaller place.

7. Not by force.
8. Of course.
9. Certainly.
10. To be most successful.
11. Both.
13. Yes, if his family can afford the expense, or if he has grit enough to earn it.
14. Not if he means to be a day laborer only. Yes, if he learns it as a step to leadership in business.
15. If he wishes to be boss.
16. Of course.
17. No.
18. The thing nearest at hand, and then acquire ambition.
21. Lack of ability to succeed.
22. The Bible, Shakespeare, Pilgrim's Progress, Robinson Crusoe, Life of Benjamin Franklin, The Man Without a Country.
23. Yes.
24. If the opportunity is good.
25. Do to-day the duty of to-day. Enjoy some wholesome fun every day. Know the details of your work and your play, thoroughly. Spend less money than you earn or receive as an allowance, and keep a rigid account of income and expenses. Keep clean in body, mind, and soul. Fill your present place so well that you will have a better one later.

Joseph W. Phinney

Boston, Mass. Boston manager and director, American Type Founders' Co. Typographical expert.

1. Hard work.
2. Yes, if he were sure of his preference.
3. Yes.
4. No.
6. No.
7. Yes, or until he is sure of his own mind.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. A technical school, a technical institute, or a technical college.
15. Yes.
16. Yes.
17. Yes.
18. A trade, under an indenture
19. Yes.
20. Yes.
21. Too rapid expansion.
23. Yes.
24. No; or not until he has gotten his knowledge of, and experience in it, elsewhere.
25. Be honest, be patient, be persevering, and work. Don't be forever telling about what you are going to do, but do it.

B. W. Andrews

Philadelphia, Pa. President, Wholesale Grocers' Association.

1. Raised on a farm; father died when I was four years old; mother left with four children. We had to work for our living. Had a mother who took all her children into her confidence and received theirs in return. This, I consider, had more weight than any other one thing.
2. Yes.
3. No.
4. No.
5. Depends on his ability; if he has it, yes.
6. This also depends on how bright the boy is; there is always room for ability in cities.
7. Not if he shows ability.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Ability alone, no.
13. By all means get all the education he can.
14. No, because the years he would be at college should be spent learning trade.
16. Yes.
17. His parents should be on such good terms with their children that they would not resist parents' wishes; but if stubborn, no.
18. Trade.
19. Yes.
20. Not as a rule; there are exceptions.
21. Stock speculations; want to get rich quickly.
23. Yes.
24. No.
25. Be honest. Let rum and women alone.

Hon. Chester C. Cole

Des Moines, Iowa. Dean, Iowa College of Law. Ex-Chief Justice, Supreme Court of Iowa.

1. Thorough, elementary, legal education at Harvard Law School; untiring industry, and persistent application, aided therein by the necessities upon me to earn a living, in other words, poverty.

2. Yes, unless the parent knew of some serious obstacle to his success therein.

3. Not absolutely, but such preference, other things being equal, would assure higher success.

4. No.

5. No; would advise county seat, or moderate village, and after success there, go to metropolis.

6. No.

7. Unless there is fair promise of success in other business, better teach him to like farming.

8. Yes.

9. Yes.

10. Not necessarily, but love for it would magnify his success.

11. Experience; largest ability will not guaranty success in a new and untried avenue.

12. Not likely, yet it may.

13. Yes.

14. Yes.

15. I think not, if I properly comprehend the question.

16. Most assuredly.

17. Possibly, yes; the adult judgment of the parent is doubtless better than the minor judgment.

18. A trade.

19. Yes.

20. No.

21. Inexperience, which leads to over-confidence and other error.

23. No.

24. No.

25. Be honest, be industrious, be frugal, be persistent.

S. S. Curry, A.M., Ph.D.

Boston, Mass. President, School of Expression. Was Professor of Oratory, Boston University. Acting Professor Elocution, Newton Theological Seminary. Instructor of Elocution, Harvard. Professor Elocution, Harvard Divinity School and Divinity School, Yale. Librarian, Boston Art Club. Author.

1. Perseverance. Working to realize ideals and aspirations. Search for fundamental principles and obedience to them in training and developing men. Insight into needs. Causing every one to "find himself," and not to imitate sincerity and genuineness.

2. Yes. A "preference," however, needs to be tested. It must be a part of the man's ideals, not a mere fancy, desire for show, or imitation; the result of the awakening of his own nature, of a sense of power.

3. With the above qualifications, yes.

4. No.

5. If an all-round, manly fellow, with power to sustain himself and hold himself poised, and if he has deep intuitions, yes.

6. No. There is often a mere desire for change, coming from false ideas of success, which should be curbed. In this case, however, all depends upon circumstances, or rather upon the intuitions of the boy himself. A boy is often conscious of power and gets a sense of not being in harmony with his surroundings, and in such a mood may desire any change. Every boy at such a period needs tender care and patience. He should be cautioned against rashness at such a time.

7. No.

8. "To business success," no. True, permanent success is another question.

9. Yes.

10. Yes.

11. Difficult to answer, on account of misconceptions of what "experience" is. To my mind, the greatest success is due to trusting intuition, aspiration, and awakening ideal. If these are counted a part of "experience," I should answer, experience. If experience is taken in the ordinary sense, I should answer, ability.

12. Certainly not.

13. It depends upon the college and his associations there.

14. Possibly not to a classical college, but there are colleges now on all grades of life, and these will slowly multiply until there will be college courses adapted to every human being.

15. Yes. Technical schools are now of infinite variety, and in many neighborhoods a boy can find one for every trade.

16. Yes.

17. No.

18. I should advise him to go to school, a true school, which will awaken his ideals and aspirations and cause him to "find himself." Then the "preference" will soon be revealed.

19. Yes.

20. If he feels sure of himself, is well balanced, and has no doubt of success, yes.

21. Failure to "find himself." Failure to trust his own instinct and intuition, but copying others. Not trying to actualize his own ideal, but to conform to that of others. Wavering faith in self. Lack of persistent self-affirmation or confidence.

22. Robinson Crusoe (or some romantic book the boy likes); the Bible; Shakespeare; a translation of the Iliad or Odyssey; Plutarch's Lives; a good school reader, full of the best short poems, essays, and stories.

23. Only the telegrams. How to read newspapers demands more attention at present. Very few know how to read, even books, or to use a library, much less a newspaper.

24. If he loves it, yes.

25. See the positive, not the negative. Have faith, not fear. Be your best self; do not imitate. Do only what will have a noble effect upon your character. Keep full of confidence, patience, and love. Strike for present success, but see that it is related to future and higher success.

S. H. Ditchett

New York City. Managing Editor, *The Dry Goods Economist.*

1. To the strict adherence to the idea or principle — "I am in the employ of So-and-So, but in the end I am not working for another, but for myself. I may not reap my full reward here, but am fitting myself for better things by doing my best possible work in this position." Further, by seeking and utilizing opportunities for increasing my degree of usefulness; by reaching out for new and more remunerative kinds of work; by always doing more than I am paid to do, leaving the question of increased remuneration to a time when increased ability has been proved.

2. If he has the preference, by all means. The trouble is, too many do not find out their preference till time has been wasted.

3. Assuredly; and parents should put forth every effort to find out what the boy's preference is.

4 The worst possible course.

5. Better by far begin in a small town where individuality has a chance to develop.

6. Same as No. 5.

7. Not by any means, if the boy is shrewd and industrious by nature. If flighty, lazy, and discontented, he is as well off on the farm as anywhere else.

8. No man can succeed unless he has the trust of his fellow-men.

9. Unless you keep turning the auger, you'll never make a hole.

10. "The labor we delight in" is always the work we can best accomplish.

11. Ability in the beginning leads to experience. You can't have the right kind of experience without a good deal of ability.

13. The best thing gained at college is the ability to quickly grasp a new problem and assimilate it. In these days of constantly changing conditions a college training is an asset.

14 and 15. He should begin at the ladder's foot, and go to a technical school after he has acquired the rudiments.

16. Unquestionably, yes.

17. Brings us back to the parents' duty of finding out the boy's preference.

18. Certainly not a profession, and a trade rather than a business. But parents' social position would have much influence here.

19. If he could find a location that promised well, yes.

20. He would require exceptional ability to overcome the handicap.

21. To the desire to enjoy life without working. The cure is, learning to make one's work his chief amusement, the finding out that work is the best game of all.

22. Emerson's Essays; portions of Lord Chesterfield's Letters to His Son are excellent for a knowledge of human nature; Essays of Lord Bacon;

biographies, especially of Lincoln and others who have surmounted enormous obstacles.

23. Better than most books from the point of view of progress in business life.

24. Not until he had received a long training elsewhere.

25. Find out what you are best fitted for; never be satisfied; act so that you can always be relied on; always reach out for more duties; do more than you are paid for; keep your temper; watch your tongue; be polite to all; respect every one's opinion, and study it before controverting; be on the lookout for new ideas; don't think you know much, and don't know anything until you know that you know it; learn to express yourself and to speak in public; act modestly, but have a due knowledge of your own value; study men rather than books.

Hon. Nathan B. Scott

Wheeling, W. Va. United States Senator.

1. Trying always to do my very best at whatever I undertook to do. In never going into debt for luxuries, and if I could not afford a new suit of clothes, to brush and wear the old ones until I could afford it. With a resolution to never allow one year to close without having saved something and adding it to a limited capital. Practicing economy, because economy is wealth.

2. Yes.

3. Not necessarily so.

4. The parent, as a rule, has more mature judgment than a boy.

7. Boys should be taught to work. Industry is essential to success. Boys do not usually like to work; they would rather go fishing or to the circus.

9. Yes; not one day in the week, but seven days and nights, too.

10. It would be better, but not absolutely necessary.

13. A good education is a great help to a business man, but not necessarily a college education.

14. Same as No. 13.

15. Yes; it would be well, but apprentice him to some good firm, and let him get real practical work.

16. Same as No. 13.

18. I would put him to real good, hard work until he did make up his mind.

19. Yes, by all means; working on salary makes cowards of men.

20. A great deal depends as to outlook for success. A man in debt always saves more money than when he has a good bank account.

21. Extravagance and inattention to business.

23. Yes, if not on his employer's time.

24. Not usually.

25. "Make your employer's interests your interests. Never watch the clock for time to quit. Be willing to come early and stay late." Your employer would soon see that you were so essential that he couldn't dispense with your services.

Hon. Herbert H. D. Peirce

Washington, D.C. Assistant Secretary of State of United States. Diplomatist. Lawyer.

1. I attribute such success as I may have achieved chiefly to determined and persistent effort in a calling to which I am adapted, and to the careful cultivation of my fellow-men.

2. Yes.

3. I think so.

4. Decidedly not.

6. Not if he can find employment suited to his abilities and tastes where he is, or unless he has strong character and great industry.

7. No, not if he can find employment elsewhere.

8. Yes.

9. Yes.

10. Yes.

11. Perhaps in the main, ability; but ability should be supplemented by experience. Experience is essential to real success in most cases, but without ability, it can rarely make real success.

12. In some cases, but rarely.

13. Yes.

14. Not if he proposes to remain a mechanic always.

15. Yes.

16. Yes, unquestionably.

17. In some cases, yes; but not always.

20. On general principles, no; but circumstances alter cases.
23. Yes.
24. If it is a good one, and he is adapted to it.
25. Choose that to which you are adapted; put all your energy and persistence into your work; keep yourself clean morally and physically.

REMARKS. Select that walk in life to which you feel yourself really adapted. Qualify yourself in every branch of your trade, business, or profession, devoting all your spare time to that end. Work persistently and untiringly to do that which you have to do with scrupulous loyalty to your employers, avoiding entering into any combinations hostile to their interests. If you cannot conscientiously serve them, leave their employment, but while receiving their compensation, study to serve their interests loyally. Cultivate engaging manners and address, and carefully observe the forms of politeness which society requires in your dealings and converse with all. Respect your own person, in order that others may respect you. Remember that no man's success in life is due to himself alone, but in large measure to the recognition of his worth by others, and without such recognition no success is worth having.

Rev. O. P. Gifford, D.D.

Buffalo, N. Y. Pastor, Delaware Avenue Baptist Church.

1. Faith in God. Willingness to serve men in any way I can.
2. Yes.
3. For some callings, yes; not for all.
4. No.
6. No.
7. No.
8. Yes.
9. Yes.
10. No.
11. Ability.
12. Rarely.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes.
21. Lack of self-control.
22. The Bible, Shakespeare, Pilgrim's Progress, Plutarch's Lives, Tennyson's Poems, a history of the United States.
23. Yes.
24. Yes.
25. Keep yourself physically clean, mentally alert, morally pure, spiritually alive. Make the most of yourself — the key to success is in yourself.

William B. Gage

Saratoga Springs, N. Y. Manager, United States Hotel.

1. Doing unto others as I would have them do to me, and an iron constitution.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. No.
13. Yes, if he desires to go.
14. No.
15. Yes.
16. Yes.
17. Yes.
18. A trade.
19. Yes.
20. Yes, if the prospect was good.
21. A lack of business acumen.
23. Yes.
24. Yes.
25. Fear nothing but God, and work hard.

George F. Brown

Chicago, Ill. General Manager, Pullman Palace Car Co.

2. Yes.
3. No, generally speaking.
4. No, speaking generally.
6. No, speaking generally.
8. Yes, if coupled with good citizenship.

9. Yes, unquestionably.
10. Yes, to achieve the greatest success.
11. Both necessary, but given fair ability and good habits, experience is the prime factor.
12. No, unless a man is a genius.
13. Depends largely on the boy, and also his pecuniary circumstances.
14. No; but a technical education is a great advantage.
15. Yes.
16. Yes.
17. No. "You can lead a horse to water, but you can't make him drink."
18. A boy without a motive won't make a success in anything, much less a profession. Would be inclined to suggest a trade.
19. Hard to answer. So much depends these days on the kind of business and the extent of the competition.
20. No.
22. First and foremost, the Bible.
23. Yes.
24. Yes, if it is a good business.
25. Be God-fearing. Build up character. Work intelligently and faithfully. Master details. Look out for, and seize, opportunity.

J. H. Kellogg, M.D.

Battle Creek, Mich. Founder and Superintendent, Battle Creek Sanitarium. President, International Medical-Missionary and Benevolent Association, American Medical-Missionary College, and International Health Association. Inventor of improved apparatus and instruments for medical and surgical purposes. Author.

1. Whatever success I have attained in life, I believe I owe:—First, to the fact that when I was a very young boy, about ten years of age, I became possessed of the idea that I must make myself as useful as possible in the world, and that I must work very hard to make the necessary preparation. I began at once to work with all my might to this end, and have kept it up ever since. Second, I became interested very early in life in the subject of hygienic and temperance reforms, and determined to adopt the principles of these reforms for my own rule of life and to devote all of my energies to promoting them. Whatever success I have attained has been due to the progress of the reformatory movements with which I identified myself. Third, the abstemious and temperate habits of life, which I adopted when a boy of 14, and which I have strictly adhered to for 37 years, during which time I have been able to work almost continuously, except during the few hours which I have allowed myself for sleep. I have found time for no vacations, and most of the time have worked with an average of less than six hours' sleep. I do not recommend this as strictly hygienic, and have doubtless somewhat lessened my chance for long life by continuous physical and mental strain without opportunity for recuperation, but my circumstances have seemed to demand it; and I think my success has been due to a considerable degree to the fact that I have been able to work more hours continuously month after month and year after year than most men are able to do, certainly not because of a strong constitution, as I was regarded as a puny boy, but because of the increased powers of endurance which are the natural result of simple and abstemious habits, and because I have endeavored to conserve all my energies for work.

2 This must depend upon how wide opportunities for observation the boy has had. I think parents should study to make themselves acquainted with the natural talents of their children, and should give them opportunities for the development of those abilities which are likely to make them of the greatest use to their fellowmen. Young men are not infrequently attracted toward professions, not because of any special adaptability to them, but because of the pecuniary or social advantages which are supposed to accompany them.

3. No. I am acquainted with several persons who have made an eminent success in professions which they did not enter by choice, but in obedience to the wishes of their parents or their friends. It is, of course, necessary, however, that a person should have talents adapted to his profession. Natural ability, rather than natural preference, is the thing necessary.

4. I do not think boys should be forced to do anything, unless, of

course, the case should be one of open rebellion against the family or the social order. I do not believe in the arbitrary training or government of children.

5. In my opinion the country boy in a sparsely settled district has a far better opportunity for becoming a well-developed, vigorous, useful, and manly man than the city boy, and that the opportunities for business of a useful and healthful sort are far better in a sparsely settled country district than in an over-crowded city.

6. Certainly not.

7. If the farmer's boy does not like farming, the reason probably is that he does not understand it. He has not had an opportunity to learn the principles and the wonderfully interesting facts, a knowledge of which renders farming one of the most fascinating and satisfying of all occupations. I should say the boy should be given an opportunity to attend an agricultural college where he can study botany, chemistry of the soil, and other questions which will render life on the farm a delight rather than a monotonous round of drudgery.

8. Yes. Honesty is necessary to success in any direction.

9. That depends. Success in some directions requires long, faithful, and persistent effort, while in other directions success depends upon the ability to grasp quickly a great truth or principle or to seize the opportune moment.

10. Not necessarily.

11. Experience.

12. Success in certain directions does not depend at all upon experience, but rather upon special traits or qualities adapted to a special emergency or opportunity.

13. That depends upon what he intends to study in college and what his business is to be. A scientific course in almost any college ought to be an efficient aid to a boy in almost any calling in life. The same could not be said of a classical course. Still a college training is not essential. The same amount of time spent in the business itself would probably give a boy a better preparation for business than the training he would get in any college.

14. A college education of the right sort is an advantage to a boy, no matter what is to be his calling in life, through giving a larger outlook upon the world and broader conceptions of life, even though it might not be of special assistance to him in a mechanical way. Such training ought, however, to fit a boy to attain greater eminence even in a mechanical trade than when he has not had such a training, other things being equal.

15. A training in a polytechnic school will be of much more service to a boy who intends to follow a mechanical trade than a college training.

16. At the present time it is practically necessary for a boy to obtain at least a partial college training in order to enter a profession. It is not, however, necessary that he should obtain a degree.

17. Certainly not.

18. Such a boy should learn a trade. He is not fit either for business or for a profession.

19. That depends upon circumstances. I would not consider it proper for a young man to go into business simply for the sake of doing business. If an opportunity offers in which it is necessary that some one should start a business of the sort in which he has had experience, and if he is better prepared to do this than any one else in sight, then he might be encouraged to make an independent venture, not simply in his own interest, but in the interests of the community in which he lives as well as himself.

20. This again depends upon circumstances. It is just as proper for a young man to borrow money with which to begin business as to borrow a horse or a house. Borrowed money is simply rented capital.

21. Undertaking to do business for the mere sake of doing business, or making money without stopping to inquire whether or not there is a natural and a proper demand for business of the sort contemplated, and whether there is a necessity for the particular business enterprise proposed.

22. The Bible, Rollin's Ancient History, a good history of England, a history of the United States, a work on Human physiology adapted to his years, and Webster's Dictionary.

23. Yes.

24. Yes.

25. Strive to be an honest, virtuous, temperate, industrious, manly man. Remember your mother's teaching, heed your father's counsel, be fair to your fellows.

B. F. Keith

Boston, Mass. Proprietor, Keith's Theatres, Boston, New York, Philadelphia, Providence, Washington, and London.

1. Primarily, to principles inculcated in boyhood days by excellent environment. Secondly, to a decided inclination for the business eventually chosen. Thirdly, to perseverance without haste.

2. Yes, decidedly.

3. I am inclined to think so, but do not believe it to be absolutely necessary. We may learn to like a calling we do not at first prefer, if determined to succeed. The extra amount of work thereby demanded has, I think, a tendency that way.

4. No.

5. So much depends upon the boy — his aspirations, etc. — that I think it difficult to answer this question in a general way. He might go to Congress easier from his home than from a great city; but going to Congress is only one degree of success, and that for a limited few. I think it essential to know the boy and his bent before advising. There are so many kinds of success, also, that it seems to me that the city often cannot contribute to it as well, perhaps, as the country.

6. I think, on general principles, there might be less reason for so advising him than if his home was in a sparsely settled district, but so much depends upon surrounding circumstances that I do not think one should undertake the responsibility of advising in a general way. It is difficult to advise boys collectively.

7. No.

8. Most assuredly.

9. Yes.

10. Yes, on general principles, but I do not consider it absolutely necessary.

11. Ability.

12. Yes, t h r o u g h perseverance, which furnishes experience.

13. Nowadays, yes.

16. Should suppose it would be essential that he do so.

17. On the contrary, I think it extremely unwise.

18. I think no boy could avoid having a preference for something in some direction, although he may not know what he would prefer as a life work. I should advise him to follow the subject he liked best at the time regardless of what he might decide upon later, and I believe such a boy quite as likely to succeed eventually as many others. I do not believe in an inexorable rule, which demands that an inexperienced boy should definitely decide his life work without any inclination to do so. As the years advance, his experience with the world shows him to a fuller extent his likes and dislikes, and is likely to create an ambition, which did not exist in earlier years.

19. Yes. I do not believe in working too long for others. It tends to create a lean-upon-others inclination most undesirable in any young man. I think I have seen young men of business ability spoiled for an independent business man's career in this way.

20. No; pay as you go, and if you can't pay, don't go.

21. The credit system.

23. Yes, but not to make a business of it to the exclusion of business and recreation interests, or good magazine and book reading. He should, at least, familiarize himself with current events.

24. Upon general principles, no, unless he prefers it; but if the business has good prospects, and the boy has no decided preference otherwise, I should advise him to consider it seriously, especially if the business demands continuance to avoid serious loss.

25. Keep pegging away. Do not hurry. Do not stop. Be a boy as long as you can without becoming a man too late in life. Live within your income no matter what it is, and save a little anyway, and above all don't think that you can't; but if you are ready to prove that you can't, come to me, and we will have it out together. I think I can tell you a few little things. Do not be ashamed to carry a bundle, and do not allow yourself to be held down for life by reason of such foolishness in earlier or later years. You won't be noticed much at first, except by those who are inclined to jeer, but you will be noticed all right later if you persevere. Do not be amenable to unreasonable society laws. They are a delusion and a snare and a lie on their face. Pay your bills, and advise others to do the same.

Admiral Lester A. Beardslee

Little Falls, N. Y. United States Navy.

1. (*a*) Luck in securing appointment to Naval Academy as a midshipman. (*b*) Taking full advantage of opportunities which presented themselves. (*c*) Making opportunities present themselves. (*d*) Finding opportunities where none apparently existed
2. Yes.
3. Yes.
4. No.
5. Not all boys; some I would.
6. Yes, if chances superior to any at home presented themselves when he could by effort avail himself.
7. If simply lazy, yes.
8. Yes.
9. Yes.
10. Yes.
11. Both.
12. To a certain extent, yes.
13. No.
14. No.
15. Yes.
16. Yes, if in learned profession.
17. No.
18. Trade.
19. Yes.
20. Yes.
23. Yes.
25. "Be sure you're right, then go ahead." If you can't be sure, be as sure as you can.

Joseph G. Darlington

Philadelphia, Pa. President, Union League Club.

2. Most decidedly.
3. Not necessarily.
4. No.
7. No.
8. Absolutely.
9. Yes.
10. Yes.
11. Both necessary.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No, if the money is to be borrowed from strangers. Yes, if the money will be furnished by those who are personally interested and have confidence in his ability.
23. Yes.
24. Yes.

George K. Cherrie

Brooklyn, N. Y. Field naturalist. Curator, ornithology and mammalogy, Brooklyn Institute of Arts and Sciences. Author.

1. Keeping at it.
2. Yes.
3. No; for the reason that preference is usually formed without full and practical knowledge of the calling.
4. No.
5. If endowed with special talent, yes.
6. No.
8. Yes; absolutely so.
9. Yes.
10. To attain fullest success, yes.
11. Ability.
12. Limited
13. Yes.
14. Yes.
15. Yes.
16. Yes.
18. A trade.
19. Yes.
21. Lack of concentration of purpose.
23. Yes.
24. Yes.
25. Do right.

William Alvord

San Francisco, Cal. President, Bank of California.

1. To working when a clerk as if I was a partner in the business. My energy attracted attention and promotion was rapid.
2. Yes.
3. Yes.
4. No.
8. I do.
9. I do.
10. Yes.
11. Experience.
12. In time, yes.

13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. Yes, if rate of interest is low.
21. Incompetency.
23. Yes.
25. Be honest and faithful in all your undertakings.

M. S. Buckingham

Memphis, Tenn. President, State National Bank.

1. To do cheerfully whatever I was told to do by my superiors in business, and do it well. Pride. Close application, with determination to succeed.
2. Yes, by all means.
3. Yes; otherwise the boy would take no interest in it.
4. Never force a boy into any calling he dislikes.
5. Yes; let him go to the largest city he can find.
6. Ordinarily, yes; though it sometimes depends on the boy.
7. No; send him to a large city if his father is able to do so.
8. Yes, otherwise you cannot succeed. Dishonesty will tell against you in the long run.
9. You cannot be successful without persistent application.
10. Yes; otherwise he could take no interest in it.
11. Without ability you could not succeed. Experience is the practical test of ability.
12. Ability contributes a large share to success. Experience would prove a bitter trial without ability.
13. Yes; education by all means.
14. Yes; education enlarges the brain and brings to mind ideas dormant without education.
15. Yes; he will have use for both during life, which will highly benefit him.
16. Yes; by all means. Education always is a great help.
17. No; do not force him.
18. Profession. He will meet with others and that will probably give him some ambition.
19. Yes.
20. Yes, if the borrowed capital was sufficient, so he would not be crowded, and the loan was on long time and at a very low rate of interest.
21. Want of judgment in giving credit and trying to do too much business on insufficient capital.
22. The Bible; a correct history of his own country; Shakespeare; The Regent's Daughter, by Alexandre Dumas; Boswell's Life of Johnson, Tennyson's Poems.
23. Yes.
24. No, I would not. The boy had better keep away from relatives in a business way and work out his own career.
25. "Tell the truth every time."

General Thomas T. Munford

Lynchburg, Va. Cotton planter. President, Board of Visitors. Virginia Military Institute.

1. I do not know that I have been a success, but to whatever extent I may have obtained I owe to the good examples of an honest, upright father and a pious and devoted mother, whose precepts and virtues were their means.
2. By all means.
3. A "Jack of all trades" is rarely a success.
4. Give him a chance at his preference, by all means.
5. If he has an active mind, and is progressive, give him a chance.
6. No; if he has the confidence of the community he will succeed at home.
7. No; give him a chance at what he likes.
8. More than anything else without it.
9. Yes.
10. Yes.
12. They go well together, and are dependent largely upon each other.
13. Yes, if he is bright enough to appreciate its worth.
14. A skilled mechanic with a college education is that much better off.
15. Yes, if he has a possible chance to do it.
16. Yes; starting with a military training for subordination and order he will learn to command and win success.

17. No; generally it is time and money thrown away.
18. He should be encouraged to demonstrate a preference, and then be pushed.
19. Most such men can make themselves valuable enough to acquire an interest, and with a good house, it is safest to stick to it.
20. It is a dangerous experiment, and very problematic. Push sometimes wins.
21. Want of attention and overreaching.
22. The Bible; Homer; Shakespeare; the Life and Writings of Washington; the Rise and Fall of the Confederacy, by Jefferson Davis; and the Life of Chief-Justice Roger B. Taney.
23. Yes.
24. Yes, if it was a success. The gratitude and affection of the son should make him think of the fifth commandment.
25. "The Lord is in His Holy Temple"; "Let the words of my mouth and the meditations of my heart be always acceptable in thy sight, O Lord, my strength and my redeemer"; "Give me strength to do thy will," then whatever I do will be pleasing. It will make me a "gentleman," who is obliged to be a Christian to be one.

Bryan H. Smith

Brooklyn, N. Y. President, Brooklyn Savings Bank.

1. First, the necessity to earn my own living; second, the probable dependence of others upon me; third, persistent endeavor.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Make him choose.
19. Yes.
20. Yes.
21. Dishonesty.
23. Yes
24. No.
25. Love God and keep His commandments.

Joseph H. Manley

Augusta, Me. President, August Savings Bank and *Maine Farme* Publishing Co. Director in severa railroad and steamboat companies.

1. Untiring industry, strict atte tion to details, and striving to de honestly with all men.
2. Certainly.
3. Absolutely.
4. No.
5. Yes.
6. Yes.
7. No.
8. Absolutely.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes; go to college no matte what he may do in after life.
14. Yes.
15. Yes.
16. Yes.
17. Yes.
18. He must have ambition to suc ceed in anything.
19. Yes; be for yourself always.
20. Yes, if he is honest, industrious and ambitious.
21. Use of liquor.
22. Be familiar with the New Testa ment, read the history of the Unite States, read the history of your ow state, life of George Washington, lif of Alexander Hamilton, life of Abra ham Lincoln.
23. Yes.
24. Yes, if he likes it.
25. Never contemplate failure Know you can succeed in whateve you undertake. Apply yourself vigo rously to your work. Never think o the hours you employ. Do whateve is to be done each day. Above a things, act honestly with yoursel with every one and every measure Be generous. Treat every one kindly Never speak harshly. Be a gentle man.

Frank Morley

Baltimore, Md. Professor of mathematics, Johns Hopkins University. Co-editor of *Bulletin of American Mathematical Society*. Editor, *American Journal of Mathematics*.

1. To concentration based on enthusiasm.
2. Yes.
3. Yes, understanding by success more than financial success.
4. No.
6. No.
7. No, in general.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. If he can afford the time.
15. Yes.
17. No.
23. Yes.

Charles Yardley Turner

New York City. Artist. Director of Color at Pan-American Exposition, Buffalo.

1. Some talent and much application.
2. Yes.
3. In most cases.
4. No.
5. If he has talents and application.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. No.
13. Not necessarily.
14. Not necessarily.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Before the day of trusts and great department stores, yes.
20. The same as No. 19.
21. Being unfit by nature and training for the work.
23. Yes.
24. Yes.
25. Try to find what you are fitted best to do, and then do it with all your heart.

J. H. Mersman

Covington, Ky. President, Farmers' and Traders' National Bank.

2. I certainly should.
3. It is.
4. I do not.
5. If he is bright and ambitious and of good habits, I would.
6. I would not.
7. Not if he is ambitious to seek another calling.
8. I most assuredly do.
9. Most assuredly.
10. I do.
11. Ability.
12. The two make a great team on the road to success.
13. Sufficient to obtain a good commercial education.
14. I should not consider it necessary.
15. I certainly would.
16. I would.
17. I do not.
18. Send him to the Navy.
19. I would.
20. I would not.
21. Carelessness.
23. We have so few that I would have to say, no.
24. I would not.
25. Follow the Ten Commandments strictly. You will certainly be good Christians and good citizens, which will lead to success in all your undertakings.

Hon. Jefferson Davis

Little Rock, Ark. Governor of Arkansas.

1. To the accomplishment of a fixed purpose.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Absolutely so.
9. Absolutely.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.

16. Yes.
17. No.
18. Trade.
19. No.
20. No.
21. Negligence.
23. Yes.
24. No.
25. Be honest, true, and do not shirk work.

C. C. Corbin

Webster, Mass. B. A. Corbin & Son Shoe Co. Capitalist and financier.

1. Persistent application, thorough honesty, careful economy.
2. On general principles, yes; particularly if the decision is not made until the boy's years are such as to warrant a reasonable confidence in his judgment.
3. Yes.
4. No, if by force you mean an unreasonable pressure on the part of the parent.
5. Not unless he has some helpful influence that he can command
6. Better, if possible, get his start in the progressive town or small city, and by the means of such start take advantage of the larger opportunity presenting itself elsewhere.
7. Better remain on the farm until some more favorable condition manifests itself. In the interval let him keep his eyes wide open, looking for the occasion whereby he can better himself.
8. Absolutely necessary, for anything like permanent success.
9. Yes.
10. It may be possible to succeed without a love for the work in which one is engaged, but such love will ordinarily enhance one's success.
11. Without ability one can hardly hope to succeed. Experience would seem to be the use of one's ability.
12. Practically the same answer as the above.
13. If his financial conditions are such that he can well afford the years passed in college, then let him go to college; not so much because a college life will make more sure his business success, but that his later life may be enriched by his college experience.
14. Better devote himself to a technical education.
15. Yes.
16. Yes.
17. It would depend somewhat on the boy; ordinarily I would answer, no.
18. Better take up a trade; his failure would be less positive there than in either a business or professional life.
19. Would need to know the conditions surrounding the young man before advising.
20. Same answer as No. 19, although the borrowed capital would militate against the advisability of such action.
21. Over-confidence, lack of capital, lack of experience.
22. Books that give him high ideals of character.
23. Yes.
24. Yes; and yet there may be, and are, many exceptions to such advice.
25. Keep yourselves clean in your thoughts, pure in your lives, honest in your actions, recognizing that real success relates not only to this life, but also to a future world.

Professor L. B. Jordan

Lewiston, Me. President of School Board. Professor of Bates College.

1. Steady and persistent effort in what I have undertaken, a purpose to deal fairly and justly with other people, and to exercise charity and courtesy towards all men.
2. Yes, if it is honorable and such as will lead to his own improvement.
3. Not always.
4. No.
5. I would advise him to go to some place where he can expect reasonable advancement.
6. No.
7. Not if other reasonable arrangements can be made.
8. Yes.
9. Yes.
10. He is much more likely to be.
11. One must have both in order to be very successful.
12. Yes, after there has been time to get experience.
13. Yes, if he can do so without incurring a heavy debt.

14. I would advise him to take a liberal course of study.
15. Yes.
16. Yes.
17. Not if he has had a fair opportunity to judge.
18. I would advise him to get some ambition.
19. Yes.
20. No.
21. Lack of close attention to business, and expensive or demoralizing habits.
23. Only to a limited amount; better read good books.
24. Yes, if his tastes so incline him.
25. Be courteous, honest, pure, earnest, and persistent.

Harold W. Stevens

Hartford, Conn. President, Hartford National Bank.

1. Intelligent energy, and the careful, conscientious cultivation of a good reputation.
2. Certainly, if the preference is decided and rational.
3. It is a most valuable aid.
4. Most assuredly not.
6. There are more opportunities in a great city, and more persons seeking them. Everything depends upon the boy.
7. No.
8. No, unfortunately. On general principles, however, yes.
9. Yes.
10. Yes, generally.
11. Ability is absolutely essential in order to render experience of effective value.
12. Experience is essential to wisdom.
15. Yes, if practicable.
16. Most assuredly.
17. No.
18. I would advise him to get a little ambition. He is of no use otherwise.
19. Yes, if he was satisfied he had a good opportunity.
20. Generally speaking, no.
21. Lack of an intelligent understanding of their affairs.
23. By all means.
24. Yes, if the business needed him.
25. Cultivate a sound body, a clean mind, and a gentle heart. Remember that though "the world owes every man a living," it is a hard debtor to collect from, and it behooves every boy or man to keep his eye always on the main chance, and be ever ready for "the opportunity." Remember that brains are always at a premium in the market for service, and that everything else being equal, the successful man will be he who combines energy, intelligence, and persistence. The first quality represents power, the second control, the third accomplishment; and all are essential to success.

Andrew R. Blakely

New Orleans, La. Proprietor, St. Charles Hotel.

1. Ambition. The desire to be first in everything: first in my class at school, the best runner, the best swimmer, the best boxer, the best good boy, and the best bad boy, and with the patience and determination to get there.
2. Yes.
3. Not necessarily so.
4. Most decidedly, no.
5. Yes, if so inclined.
6. Not if the opportunities are not clearly apparent to him.
7. No.
8. Most assuredly, yes.
9. Yes.
10. Not if he has sufficient ambition.
11. Ability.
12. Yes, if properly applied.
13. A commercial course, yes, if so inclined.
14. Yes; if he can increase his knowledge of the object he aims at.
15. Yes.
16. Yes.
17. No, by no means.
18. Whichever is easiest and suits him best.
19. Most decidedly.
20. Yes, if he has ambition and the proper qualifications for success.
21. Spending $125 when you are only making $100; spending expected future income before it is actually received.
23. Yes.
24. Yes, if it is a good and successful one.
25. "Strive to be first in everything."

Walker Hill

St. Louis, Mo. President, American Exchange Bank.

1. Love of the business, first; constant painstaking attention to all its details, second.
2. Yes.
3. No.
4. No.
5. No; stay at home and build it up.
6. No.
7. No.
8. Yes; "Honesty is the best policy."
9. Yes.
10. No; love of his work will bring better success.
11. Both.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. No.
21. Outside investments, hence lack of attention to their own business.
23. Yes.
24. Depends on the boy and the father. Average boy does better with a stranger.
25. Be honest; be temperate; take your calling in life, and apply all the faculties God has endowed you with to make it successful.

William Marshall Stevenson

Allegheny, Pa. Librarian, Carnegie Library.

2. Yes.
3. No.
4. No.
5. Yes.
6. No.
8. Yes.
9. Yes.
10. Yes.
11. Both.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
20. No.
21. Incompetency.
22. The Bible, Shakespeare (one play at least), Homer (Pope), Robinson Crusoe, Arabian Nights (selections), Self-Help (Smiles).
23. Better a good weekly (*e. g.*, Nation).
25. Speak the truth. Pay your debts and mind your own business (adapted from Plato).

REMARKS. It is an age of specialization in which we live and Mill's advice is applicable: "Know something of everything and everything of some (one) thing." Success is a vague term. Popularly it means getting on in the world — that is, getting money and other material advantages. In this sense, the higher education is a hindrance, hence I have answered questions 13 and 14 in the negative. If the trade or business is only a means to living a life of self-ennoblement and the bettering of one's fellowmen, then I should say, by all means go to college. I speak only as a teacher and librarian of twenty years' experience, not as a man of affairs.

John T. Hamilton

Cedar Rapids, Iowa. President, Cedar Rapids Savings Bank.

1. Perseverance and economy, I think, have had more to do with the measure of success attained by me than any other causes. Many young men start out in life with high resolves and honest purposes in view and fail for want of perseverance. When difficulties presented themselves their steadfastness wavered and they began simply drifting.
2. Most surely I would.
3. Not necessarily, but without a love for your work it soon becomes irksome and distasteful.
4. No.
6. Never.
7. No; such labor would not be congenial or improving, but on the contrary, distasteful drudgery.
8. Not absolutely necessary to a good measure of success, but in all ways desirable and necessary to the fullest measure of success.
9. Yes.
10. If success means happiness and

contentment, yes. If it means merely the accomplishment of a certain purpose, no.

11. Ability. Perseverance and integrity seldom fail of securing a good measure of success. Experience, with ability to use and apply, counts for much.

12. Measurable success. Experience comes with years and contact with the world.

13. No; if a boy is not taught manual labor before he is 16, he seldom of his own volition will do it. When he does nothing until about 23 years of age, he usually regards labor as degrading.

14. No; for same reason as above. The more intelligent the person the better the work he does, as a rule.

15. Yes.

16. Yes.

17. Not beyond moral suasion.

18. A trade.

19. Yes.

20. Not under ordinary conditions.

21. Lack of perseverance and steadfastness of purpose.

23. Yes.

24. Not unless he has a decided liking for it.

25. Be honest, truthful, and persevering. Cultivate the society of honorably successful persons. Live within your income, and have consideration for the rights of others.

George W. Gay, M.D.

Boston, Mass. Senior surgeon, Boston City Hospital. Lecturer in surgery, Harvard Medical School.

1. Hard work.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. Yes.
18. A trade.
19. Yes.
20. Yes.
23. Yes.
24. Yes.
25. Be honest and truthful, work hard, and stick to it. Be a gentleman. Keep good company. Spend less than you earn.

Hon. John H. Burford

Guthrie, Oklahoma. Chief Justice, Supreme Court of Oklahoma.

1. First, to the admonition of my mother, when a youth, to "Never do an act which will bring trouble to, or disgrace upon, your parents," which has rung in my ears for 30 years. Second, to a vigorous constitution acquired by hard labor upon a farm until I was 20 years of age. Third, a fixed and persistent determination to succeed and overcome all obstacles, if honesty, devotion to duty, and hard study could accomplish it.

2. Decidedly so, if he has the physical and mental capacity to master it.

3. No, men succeed in certain lines which they have no preference for, but are compelled to by force of circumstance.

4. No; it is absolutely criminal.

5. No, not necessarily, but go to some place where there is an opportunity.

6. No, not until he has in a measure mastered his calling.

7. This depends upon his capabilities. If capacitated for other business he should be permitted to select.

8. No, but nevertheless strict honesty should be the rule in every avocation or calling.

9. Yes.

10. No.

12. Ability is born of experience and is not acquired without it.

13. Certainly; he should get all the education possible, and never stop getting.

14. If he has the means and opportunity. A well made, polished tool does better work than a rusty one.

15. It is preferable, but he may learn under a proper instructor in a machine shop.

16. Yes, and if he cannot go to college, better abandon the idea of a

profession, unless he can master the languages, mathematics, and other rudiments himself.

17. It is the duty of every parent to educate his children. The first duty is to educate him that a college education is a necessity.

18. Study well his inclinations, then develop his capabilities in the direction of his natural bent, and improve his natural endowments.

19. No man should work on a salary who has means upon which to do business for himself.

20. It depends upon his opportunities; if prospects for good profits are favorable, yes; if not, no; use judgment.

21. Failure to study conditions, supply, and demand; and failure to anticipate the market demands for that which one deals in; lack of intelligent investigation and wise purchases.

22. The Bible, History of United States, Life of Benj. Franklin, Life of John Marshall, Ben Hur, a leading author on the subject of his calling.

23. Yes, and more than one, if he can obtain it.

24. If he is adapted to it and likes it.

25. Acknowledge God; honor your parents; be respectful to the unfortunate; remember the poor; be courteous to your superiors; make your mother happy; avoid evil associates; honestly, diligently, and persistently stick to your chosen pursuit.

Remarks. Don't use profane language. Don't visit saloons. Don't speak lightly or sneeringly of the character or virtue of a girl or woman. Keep yourself pure, honest, respected, and be not afraid to condemn evil. Have the manhood to refuse to do any mean act. A good character is more to be desired than gold or fame.

E. O. Doremus

Newark, N. J. President, American Fire Insurance Co.

1. First, God's kindly blessing and answers to prayers of Christian parents. Second, persistent application and industry in pursuit of business in whatever way it presented itself.

2. Yes.

3. No.

4. No.

5. Yes.

6. No.

7. Not if he evinced a strong liking for something in line with his abilities.

8. Yes.

9. Yes.

10. Yes.

11. Ability.

12. No.

13. Yes, provided he has a desire to do so.

14. Not as a rule.

15. Yes.

16. Yes.

17. No.

18. Trade.

19. Yes.

20. Yes.

21. Lack of persistent application and neglect of looking closely to all details connected with his business.

22. The Bible, Shakespeare, Washington Irving, History of the United States, Macaulay.

23. Yes.

24. Yes.

25. Be strictly honest, temperate, industrious, charitable. Observe in letter and spirit the Golden Rule, "Do unto others as you would have others do unto you."

John C. Juhring

New York City. Member of Francis H. Leggett & Co., wholesale grocers.

1. Doing my duty; earnestness of purpose; hard work; careful study of what was to be accomplished; and being endowed with energy, enthusiasm, and the will power to "keep on keeping on."

2. I would advise him to enter that one for which he showed capacity.

3. No.

4. No.

5. It would depend on the boy and his environment.

6. More opportunity at home, if aggressive, reliable, and capable.

7. No, not if he has a taste for work in some other field.

8. Yes; it's reputation absolutely so.

9. Yes, by all means. It's the keynote to success.

10. Not necessarily so.

11. Ability.
12. Ability will acquire experience and make a study of what is necessary to win and accomplish success.
13. If he goes in the proper spirit, yes.
14. Yes.
15. Yes.
16. Yes.
17. No, put him to work if he cannot be influenced.
18. I would recommend that he enlist in the army where he would be subject to discipline.
19. Circumstances would have to govern. It would depend altogether upon the character and disposition of the man. If energetic and a good financier, yes.
20. Not generally; much depends upon good judgment.
21. Incompetence, lack of energy, and bad habits.
22. White Cross Library, History of the 19th Century, History of England, Life of Abraham Lincoln, Thoughts of Marcus Aurelius, a good monthly magazine.
23. Yes, it will broaden his ideas.
24. Outside experience would be much preferable.
25. Do your duty; be thorough; resolve to do right; act understandingly; be diligent; practice economy; determine to succeed because you deserve success. "Great opportunities come to those who make good use of small ones."

William Craig

Boston, Mass. President, Boston Fruit and Produce Exchange.

1. To honesty of purpose, determination to succeed, reliability. If any task to perform, be it ever so small, did it the best I could, never forgetting that there were those less fortunate in the world to whom I could extend a helping hand.
2. Not always.
3. Think not.
4. No.
5. Yes, and with a firm determination to do his level best to deserve success.
6. Yes.
7. Speaking from my own observation should say, no.
8. True success cannot come without it.
9. Yes.
10. Yes.
11. Experience.
12. No.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Business.
19. Yes.
20. Yes.
21. Lack of an aspiration and encouragement to succeed.
22. The Bible, Pushing to the Front, Architects of Fate, What a Young Boy Ought to Know, What a Young Man Ought to Know, What a Man of 45 Ought to Know.
23. Yes, for thereby he keeps in touch with the world about him.
24. Yes.
25. Don't stand still, move forward. "If at first you don't succeed, try again." Become "thoroughly furnished unto every good word and work." Take aboard grit, perseverance, common sense, and honesty. Make good use of them all.

Andrew McLeish

Chicago, Ill. Member of firm of Carson, Pirie, Scott & Co., dry goods.

1. Hard work, and close application to it. Putting thought and thoroughness into work. Favorable opportunity and a kind Providence.
2. Yes, if he is quite intelligent in his preference.
3. While not, perhaps, necessary, it is desirable.
4. No.
5. If he seeks business training, and has not more than average ability, the chances for a good all-round training to start with are as good, or better, in live places of smaller size than a metropolis.
6. Not at the beginning, whatever he may do later. In large business organizations the boy is likely to be trained in a narrow specialty.
7. No, unless the objection is grounded in laziness, or foolish curiosity to taste city life.
8. Yes.

9. Very necessary.
10. It should be congenial, at the least.
11. Ability.
12. Sometimes. Both are necessary in most cases.
13. Yes, if he aspires to the higher positions and has good capacity to acquire knowledge and mental discipline.
14. Would give preference to the best technological schools.
15. Yes, if he is bright and ambitious.
16. Absolutely, yes.
17. No.
18. Such a boy should not be trained for a profession; he may be useful in trade or business, in the ranks.
19. Yes, as soon as he finds a promising opening in a good location; and better, with a good partner.
20. Yes, if conditions are right. See No. 19.
21. Lack of intelligent, energetic application to business.
22. Bible, Shakespeare, Darwin's Origin of Species, Wordsworth, Les Misérables, Pilgrim's Progress.
23. A quite brief time daily to the newspapers; more time to magazines, reviews, and digests; most time to books.
24. Only if congenial and offers fair opportunity.
25. Trust, obey, and serve God. Character is first. Keep your own heart and life clean. Congenial, remunerative occupations are the conditions of satisfactory human effort.

George B. Francis

Providence, R. I. Civil engineer. Resident engineer during construction of Boston Terminal (depot).

1. To trying to do the best work I could on whatever subject was in hand, and always being ready to accept a position in advance, when offered, even though it, at first, caused discomfort, extra exertion, or study.
2. Yes, if he can find such opening.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. No.
11. Experience.
12. No.
13. Yes, if he likes to study.
14. Yes, if he has the opportunity and likes to study.
15. Same as No. 14.
16. Same as No. 14.
17. No.
18. A trade.
19. Yes.
20. No.
21. Laziness.
23. Yes.
24. Yes.
25. The most necessary quality to insure success is integrity. This to be practised in the minutest detail.

Thomas J. Borden

Fall River, Mass. Cotton Goods Manufacturer. President, Fall River Savings Bank.

1. Close observation of what others do and why; doing everything promptly and thoroughly; careful study of the sciences applicable to the lines of business in which I have been engaged; endeavoring to earn the utmost confidence of others in all business transactions.
2. Generally, yes.
3. No.
4. No.
6. Not until he has outgrown his own locality.
7. Generally, no.
8. Yes.
9. Certainly.
10. Yes.
11. Ability.
12. Yes, after a little.
14. No.
15. Yes.
16. Yes.
17. Not if he has a willingness to do something else.
18. A trade.
19. Yes.
20. That depends upon the quality of his experience and ability. If first class, yes; otherwise, no.
21. Lack of energy, application, and thoroughness.
23. Yes.
24. Yes, if his father has been successful; otherwise, no.

Rev. C. Kinloch Nelson, D.D.

Atlanta, Ga. The Bishop of Georgia.

1. Hard work and perseverance.
2. Usually.
3. No.
4. No.
5. No.
6. I would not.
7. Yes, unless there is something more definite ahead.
8. No.
9. Yes.
10. Not necessarily.
11. Experience.
12. Very little.
13. Yes, if possible.
14. Yes, if possible.
15. Yes, after college rather than before.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes.
21. (*a*) Thinking without doing; (*b*) doing without thinking; (*c*) neither thinking nor doing.
22. The New Testament, the Book of Common Prayer, Matthew's "How to Get Along in the World," Thackeray's "The Newcomes," Todd's "Student's Manual," Drummond's "Character."
23. Yes.
24. Yes.
25. Keep your life clean; avoid stimulants; think before you act; be punctual, polite, and persevering.

J. W. McLane

New York City. President, The Vanderbilt Clinic.

1. Good health, industry, perseverance, the *res augusta domi*.
2. Yes.
3. No.
4. No.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Only partial.
13. Yes.
14. No.
15. Yes.
16. By all means.
17. Yes.
18. A trade.
19. Doubtful about wisdom of it.
20. No.
23. Yes.
24. Yes, upon general principles.

Edward B. Butler

Chicago, Ill. Member of firm of Butler Brothers, New York, Chicago, and St. Louis. President, Illinois Manual Training School Farm. Philanthropist.

1. Considering the thing I had to do as worth while. Finding a new and better way to do it.
2. Not necessarily. The boy's judgment in such matters may be at fault.
3. No.
4. Would not believe in forcing a boy to do anything against his will, but would endeavor to persuade him not to take up certain lines of work.
5. Yes, unless I wanted him to make a good farmer.
6. Yes, unless some desirable work was open to him.
7. No, unless changed conditions, such as profit-sharing, might, perhaps, cause him to take a new interest in farm life.
8. Emphatically, yes.
9. Yes.
10. No.
12. One would get some experience in making a success. Ability alone never makes it.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. No.
21. Trying to imitate others. Not attending to their own business.
22. "Up from Slavery" is one.
23. Glance at headings and read but little of the matter.
24. No.
25. Do what you have to do in an earnest manner, believing it worth while. Be honest with yourself. Learn to think.

Edward L. Lomax

Omaha, Neb. General Passenger and Ticket Agent, Union Pacific R.R.

1. Good training, patience, perseverance.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes, always.
10. Yes.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Enter a trade.
19. Yes.
20. Yes.
21. Impatience.
22. The Bible, Shakespeare, Gray's Elegy, Gibbon's Rise and Fall of Roman Empire, Sir Walter Scott's novels, Dickens' works, Home Influence.
23. Yes.
24. Not unless he has a preference for it.
25. "If at first you don't succeed, try, try again."

Herbert F. Gunnison

Brooklyn, N. Y. Business manager, part owner, and director, Brooklyn *Daily Eagle*. Secretary and treasurer, Eagle Warehouse and Storage Co. One of the founders and treasurer, American Newspaper Publishers' Association. Director, Brooklyn Public Library.

1. Good parents, good health, good education in country college, application at one thing.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. Not much.
13. Yes.
14. Yes, if he can afford it.
15. Yes.
16. Yes.
17. Should try very hard to induce him to go.
18. A trade.
21. Indifference and lack of application and interest in work.
22. Smiles' Self-Help, a good history of Napoleon, a good history of Washington, the Bible, history of the United States, Shakespeare.
23. Yes.
24. Depends. If it is a good business and the boy likes it, yes.
25. Take good care of your health; get a good education (college, if possible); learn thoroughly the business, trade, or profession in which you enter; be modest; work hard and faithfully; be loyal to your employer; stick to your line; be enthusiastic in your work; not too ambitious; always ready to step up higher when the call comes; keep good company and be honest.

Robert Murray

Manager, Maplewood Hotel, White Mountains, N. H.

2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Not necessary.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Business.
19. Yes.
20. No.
21. Lack of attention.
23. Yes.
24. Yes.
25. Make good acquaintances and improve your opportunities.

Rev. Isaac J. Lansing

Scranton, Pa. Pastor, Greenridge Presbyterian Church. Author.

1. Outside myself, to the goodness of God in giving me Christian parents possessed of lofty ideals of character and the uses of life. Within myself, to early faith in the revelation of the Holy Bible and its standards of life. Coupled with these, personal acquaintance with God as made known by Jesus Christ, as my Friend always and present. From these sources I was inspired with love of all men, of all created things as subjects of knowledge and interpreters of God's thought, and of learning as invaluable for growth and usefulness. Early I became possessed with the value of harmonious development, including the patient training of all my powers, and have made physical culture a correlative of all spiritual and mental aspiration and exercise. And to these I add a permanent, vital faith in immortal life as the explanation, the incentive, and the goal of the present life.

2. If an immature boy, I should wait to see if he changed his preference. If it persisted, I would let it govern, if not wholly unreasonable.

3. Perhaps to full success; yet many persons have a degree of success, which by common measurement is even unusual, who wish they were in another calling.

4. No.

5. The cities contain many young men, who had done better to have remained and used opportunities nearer home. Great cities fascinate the weak, who pour into them as wreckage floats on the river to the sea.

6. If he outgrows his opportunities, yes; otherwise, no.

7. Not by a constraint which depresses him and crushes his ambition.

8. Success without noble character, making a business grow and "pay," comes many times to the dishonest. But this is selling cheap the worthy success which discounts all other, an exalted personal life.

9. Yes, generally; and the power to work steadily and patiently to be desired above genius.

10. A labor of love engrosses the very spirit of the worker, and I pity those whose business is such that it never engages their ardent devotion.

11. Ability without experience is better than experience without ability; but determination and experience seem more valuable than original endowments.

12. Ability without experience can initiate success, but needs experience to expand and perfect it.

13. To college or a technical school.

14. I doubt, but am inclined to say, yes, choosing his course with care.

15. Yes.

16. Yes.

17. No, but I would persuade him very earnestly.

18. A trade, because comfort and independence are more assured by it.

19. If he cannot be content to work for others, let him try for himself; but not all good business men can carry on a business as its head.

20. No, unless some one who believes in him will put in money as a partner, against his experience and ability.

21. Lack of economy of time, of energy, and of money.

23. Yes; not over 15 minutes a day.

24. I see no reason in general why a boy should follow his father's business.

25. Be spiritual. Seek to know and love God. Rate spiritual life first, intellectual life next, and physical life third in rank, each and all deserving highest culture in this order. Love learning. Keep a humble estimate of your knowledge and a great reverence for your possibilities. Don't cheat in anything. Do what you are willing to have known without shame. Value opportunity, and for its value take the word of wiser and older people. Confide in your father and mother. If they do not permit this, ask counsel of other fathers and mothers. Choose good company even if it sometimes leaves you alone. In company obey God rather than compromise with evil. Be polite. Use refined language. Respect yourself and respect others. Protect the purity of every woman unselfishly. Guard your honor by defending hers. Work with the joy of play, never as a drudge. And however troubled, perplexed, discouraged, hold to the faith that your life is a beautiful and precious thing, a glorious gift of God, prepared for a splendid destiny.

William A. Mowry, Ph.D.

Hyde Park, Mass. President, Martha's Vineyard Summer Institute. Ex-president, Rhode Island Institute of Instruction, American Institute of Instruction, and of Department of Higher Education, National Educational Association. Author.

1. (*a*) Natural endowment, heredity. (*b*) Energy, push. (*c*) Education. (*d*) Common sense.
2. Yes, sometimes, not always. Depends upon the sound sense of the boy.
3. Not absolutely.
4. No.
6. No rule of universal application.
7. No, not generally.
8. No, not as the world sometimes goes, but in the long run, yes.
9. Sure.
10. Yes, to be specially successful.
11. Both; don't separate them, I beg of you.
12. You must have experience, and will have it before you can get success.
13. Yes, sometimes.
15. Sometimes.
16. Yes, sure.
17. Change his will. If you cannot, let him stay out.
21. Inexperience.

Joseph Alden Shaw, A.M.

Worcester, Mass. Head-Master, Highland Military Academy.

1. See No. 25.
2. Yes.
3. Wellnigh indispensable.
4. No.
5. Not unless he has a well-defined purpose in making the change.
6. Same reply as before.
7. Not indefinitely.
8. Yes.
9. I do.
10. I do.
11. Both indispensable in the long run.
12. At the first, of course, the second factor cannot be counted upon.
13. In many cases I think it would be very helpful.
14. Same as before.
15. Yes.
16. Yes.
17. Never.
21. To a lack of industry, facility, business integrity, and capacity.
22. The Bible, Robinson Crusoe, Neighbor Jackwood, Uncle Tom's Cabin, Silas Marner, dictionary.
23. Yes, by all means.
24. No.
25. Be honest, truthful, prayerful, always keep your promises and therefore make your word as good as your bond.

Joel M. Longenecker

Chicago, Ill. Lawyer.

1. By following the profession I have chosen, that of law, and by close application to it, and not neglecting it for anything; also to the fact that I have always been honest with my clients, never misrepresenting anything to them.
2. Yes.
3. Not always, but it is more likely to bring success by following preference.
4. No.
5. No.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. No.
13. Depends upon the sort of business; there are many boys in college who should be out, and many out who should be in college.
14. No, not unless it is along the line of mechanical training.
15. No.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Yes.
21. Neglect.
22. The Bible; can't say as to others, as it depends upon the boy.
23. Yes.
24. If he desires to do so and does not feel that he is better fitted for some other.
25. Be honest, industrious, truthful, ambitious, kind, moral, temperate in all things, patriotic, and brave.

Rev. Charles E. Jefferson, D.D.

New York City. Pastor, Broadway Tabernacle Church. Author.

1. An impulse, born in me, pushing me forward, and rendering it impossible for me to be idle. A capacity for hard work.
2. Yes.
3. No.
4. No.
5. Yes, providing.
6. It depends entirely on the boy; some boys ought to go.
7. No.
8. As men count success, no.
9. As a rule, yes.
10. It makes success easier.
11. Ability.
12. Yes, in some fields.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Not often.
21. Lack of gray matter in the brain and indolence.
22. The New Testament, Life of Washington, Life of Lincoln, a history of the United States, a history of England, any one of the great poets.
23. No.
24. No.
25. Believing in God, in men, and in yourself, do the best you can wherever you are every day of your life, aiming always to do still better, and never worrying about past failures or future perils.

T. C. Martin

New York City. Editor, *Electrical World.*

1. Acquaintance with electricity from childhood; hard work and unremitted study in a field I like.
2. Yes.
3. Yes, but aptitude not preference merely.
4. No.
5. Yes.
6. No.
7. No, but let him do his duty to others.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. Not often.
13. Yes.
14. Yes, if possible.
15. Yes, positively.
16. Yes.
17. No.
18. Trade or business.
19. Yes.
20. No.
21. Want of sticking to it; but "failure" is often only a limited success.
23. Yes.
24. Yes, if it suits him.
25. Believe that the opportunities are greater than ever, and strike at the chosen one with all your might.

Charles R. Williams, A.M., Ph.D.

Indianapolis, Ind. Editor-in-chief, Indianapolis *News.* Formerly literary editor, New York *World.* Late professor of Greek, Lake Forest University.

1. Hard work and persistency of purpose.
2. Of course.
3. Probably to highest success.
4. No.
7. No.
8. Most certainly, for what I call success.
9. Sure.
10. To be entirely successful, yes.
11. Ability, in great successes.
12. Ability is useless unless used
13. If he has the means.
14. Not necessary.
15. Yes.
16. Most certainly.
17. No.
19. Yes, if a good chance offers.
20. Doubtful.
21. Lack of industry and definite purpose.
22. The Bible, Shakespeare, Life of Washington, Self-Help, Robinson Crusoe, Scott's novels.
23. Yes.
25. Tell the truth. Do nothing that you would be ashamed to tell your mother.

Hon. William J. Wallace

Albany, N. Y. Judge of United States Circuit Court for the Second Judicial Circuit.

2. Yes.
6. No.
9. Yes.
19. Yes.
20. Yes.

Samuel W. Allerton

Chicago, Ill. Founder of live stock trade. Capitalist. Stock Farmer. Formerly President, Allerton Packing Co.

1. To the teachings of my father and mother; trying to be a man of character and integrity; not being afraid of any obstacle that might be in my way; to industry, economy, and perseverance.

2. Yes; life is a game, and to succeed a boy must take a great interest in what he does or he will not succeed.

3. Yes.

4. No.

5. No boy should leave his home until he has made a character and credit and shown that he can do something in his own surroundings.

6. In nearly all our large cities the active progressive men are mostly from the country, but he should first accomplish something in his own city or town before going to a large city.

7. Yes, until a character is formed.

8. After working eight years on a farm with an older brother, I said I thought I could do better in the live stock trade. He replied, "If you keep on as you are, you will soon own the best farm in the county, but if you wish to try it, all the advice I have to give is this, make a name and a character, be honest, and you will succeed."

9. Yes.

10. Yes.

11. It requires both.

12. No.

13. No.

14. Yes.

15. Yes.

16. Yes.

17. No.

18. A trade.

19. Yes.

20. Yes.

21. Too ambitious to get rich quickly.

23. Yes.

24. Yes.

25. Build up a character and credit, and learn true manhood.

Rev. Charles A. Dickey, D.D.

Philadelphia, Pa. Pastor, Bethany Presbyterian Church. President, Presbyterian Hospital.

1. Minding my own business, and trying to regard the rights of others. Making the best possible use of any ability possessed and of my own experience; but most of all I attribute any success that I have had to the good providence and grace of God.

2. Yes.

3. Yes.

4. No.

5. Yes, if he knows what he is going for and has a good chance.

6. No, not as an experiment; yes, if he can better himself.

7. He had better stay on the farm until he has the offer of better.

8. Yes, final success.

9. Of course.

10. Yes, fully successful; may have some success in spite of not being fond of work.

11. Ability makes sure foundations; experience builds success.

12. In a measure, but experience helps greatly.

13. By all means, unless he is foolish enough to get above his business.

14. Yes, to make him a gentleman, and for self-improvement.

15. Yes.

16. Most assuredly.

17. No; if he cannot appreciate such an opportunity it will not do much good.

18. Take the first thing that offers, and wait for ambition for something.

19. Not too soon; better get good training before risking capital.

20. No.

21. Lack of common sense.

22. The Bible, Shakespeare, Longfellow, History of the United States, Dickens, and a general history.

23. Yes, if he can find a clean one.
24. Yes.
25. Keep yourself clean; believe in Jesus Christ, and follow His precepts and His example. Honor your parents. Respect good women. Keep clear of bad women. Be faithful. Be truthful. Do not think that you know it all. Aim to succeed by making the very best of your opportunities, and do not expect others to give you success.

Edgar A. Bancroft

Chicago, Ill. Vice-president and solicitor, Chicago & Western Indiana R.R. and Belt R.R. Co. of Chicago. Late attorney, Topeka & Santa Fe R.R. Author.

1. Parents' devotion and willingness to make sacrifices in order to give their children college education. Work, resulting from motives for work usually called ambition.
2. Yes, if he has any aptitude for it. Yes, anyway, if his preference is intense.
3. No. Will-to-succeed is much more important.
4. No.
5. Yes, but not until he has proved himself a good farmer.
6. As a rule, no.
7. Yes, until he has shown that he has more *sense* than *dislike*.
8. Yes.
9. It is a prime necessity.
10. No, but it is very helpful.
11. Experience, with natural capability, produce *ability*. But experience is acquired, and its value depends on natural endowments. Therefore, latter is more important.
12. Of course it can, if great enough, and its exercise *is* experience.
13. Certainly, unless his ambition is merely to be rich.
14. That depends upon how much brains he has for a college to operate on.
15. Yes.
16. It is indispensable.
17. Yes. What does the boy know about college half the time?
18. If he can't decide, he had better "draw cuts" for it.
19. By all means, if there is a fair opening.
20. Same as No. 19.
21. Weak will-power, resulting in indecision, lack of courage and persistence, drink habit, and other vices.
22. Gough's Autobiography; Life of Elihu Burritt; Holland's or Herndon's or Tarbell's Life of Lincoln; Franklin's Autobiography; Boy's Plutarch's Lives; Life of George Washington (Irving's or Wilson's).
23. No.
24. Yes, unless it is distinctly distasteful to him.
25. Believe that you can accomplish any great objects that you are willing to "toil terribly" and persistently for; but you must aim at that one thing, and be willing to surrender all lesser ambitions and inclinations. Have a worthy "ruling passion," and let it rule like a despot until it is accomplished; then seek another.

H. Clay Trumbull

Philadelphia, Pa. Editor, *Sunday-School Times*. Author.

1. To the recognizing my place as the one that God has called me to be in for the time being, and then striving to do my duty there, whether fame or failure, riches or poverty, be the result. Since my young manhood, I have never seen the time when I would change the place to which I had been called for the time, even to rule a nation, to secure ten million dollars a year, or to evangelize a hemisphere, without a special and unmistakable new call from God.
2. As a rule, no. A trainer in athletics would be most unwise who taught a pupil to exercise only the muscles that he best liked to exercise, and that he could exercise the easier. Inclination is often to be counted a warning rather than an invitation.
3. As a rule, no. An intelligent preference for a particular calling is more likely to be a consequence of acquired knowledge of it than a preliminary call to it.
4. If a parent has to force a boy into his mission, the trouble and lack are with the parent, not the boy. Until the parent realizes this, he is incompetent to properly train or lead or even counsel a child.
5. That depends on where the boy's

duty lies. Inclination, or prospect of worldly well-doing, is a small matter in comparison with, or as over against, positive duty.

6. He should be where he ought to be. Whether that is a small place or a large one is a minor question. It is better to have a hard time doing duty in a small place, than an easy time shirking duty in a large place.

7. If farming be a boy's duty, he ought to do that duty faithfully, whether he likes it or not.

8. Judging from the course of a good many "successful" business men, I might think not. But one ought to be honest whether it tends to business success or business failure. "Business success" is unworthy of one's aim, in comparison with right-doing.

9. Persistent application is essential while it is a duty. Letting go is equally a duty when it is a duty. "Prayer and provender hinder no man." Earnestness is essential to right-doing.

10. Love of one's work is not essential to "success" in that work. Loving to be in one's work, because it is one's work, is an essential element of true manhood.

11. Ability to do one's present work is, of course, essential to the gaining of experience in that work.

12. As these two qualities are interdependent they cannot well be separated.

13. That depends upon the boy and the particular college. The best college-life exercises and develops the mental qualities of the student. Such training ought to enable a boy to do better in business than he could do without such training.

14. A boy ought to make a better blacksmith if he has a well-trained mind. Elihu Burritt illustrates that. Mental training in any sphere a boy should have, however he gets it.

15. If a technical school gives a student good mental training, it may be a good place for him. But proper mental and intellectual training a student must have if he is to do his best work in any sphere.

16. A good college training may help a man in preparation for any profession, but that training is not in itself a man's full preparation for professional life. This truth every boy should be helped to realize. No college can in itself make a man a clergyman, a physician, a lawyer, even if it gives him the degree of B.D., M.D., or LL.D.

17. No, most emphatically, no. It never is right to force a boy into either wrong-doing or right-doing. It is proper to train a boy's will into the right way, whatever way that is. Jail or prison is the only institution into which to "force" a boy; and only the civil government can do that.

18. If I understood a boy thoroughly, and had any responsibility for him, I should counsel him as to what seemed best in his particular case. But to give the same counsel to all boys, would only indicate my utter incompetency to aid and advise boys.

19. Such a young man ought to do something in life. But "going into business" merely to make money, or to have "success," is not an object in life worthy of any young man.

20. That depends on what the "business" is, or why the young man is going into that business, and on the friend or helper, whose financial aid he seeks.

21. Many a failure is a preparation and a step toward future success. Many failures are caused by men's inability to carry out successfully their evil plans. And many failures, especially in these days, are caused by the determination of men of "ability" and "experience" to have success at the cost of breaking down others.

22. Next to advising a boy to be familiar with the Bible and its teachings, I should want to know the boy, his needs and his surroundings, before I selected five other books for his reading. A good deal depends on what books he is already familiar with.

23. A busy and intelligent boy should not spend too much time on a daily paper, nor believe too much of what is in it. A boy, of course, should have a general knowledge of the events of the day, including what is in the best daily paper available.

24. That depends on the business, on the father, and on the boy. Many a boy would be very unwise not to enter the good business his father has built up and that he seems fitted to carry to heights it has never attained. Many another boy would be very unwise to enter his father's business, as it is and as he is. In many a case providential indications will make duty clear against all appearances as they now seem to father and to son.

25. My message to young men would be, in brief, Know what is your duty, and then do it whatever be the consequences. "Do right, though the heavens fall." Doing that gives the only true success in life.

Charles E. Atwood, M.D.

New York City. Society of the New York Hospital, Bloomingdale. Clinical assistant, nervous diseases, medical department, Columbia University.

1. My extremely moderate success has been achieved largely by my own effort. I had to decide for myself whether I should enter college, which I did at the age of 15, graduating at 18. I had to decide on my profession (medicine), and all the positions I have held since graduation have been gained in competition, except present one, which was by appointment.

2. Under limitations: if honorable; if compatible with social position; if not purely for money.

3. Yes.

4. No.

5. Yes, especially if he can secure a start with friendly and moral auspices.

6. No, unless the local social environment was prejudicial in the small town. Sometimes it is well to cut loose from bad companions.

7. No.

8. Most assuredly.

9. Yes.

10. Yes.

11. Ability.

12. No.

13. Yes.

14. Yes, a suitable college (practical) such as Cornell University, or to technical school.

15. Yes, or to Cornell, or similar practical college.

16. Most assuredly.

17. Yes, a trial (under local friendly eyes to guard morals, etc.).

18. Business.

19. A hard question; to be decided only in individual cases on merits in each case. Depends upon competition of trusts, large houses in same business, demand, etc. Under favorable external circumstances, yes.

20. No; the circumstances would have to be extremely favorable for this.

22. The Bible, Shakespeare, Gibbon's History of Rome (abridged), history of his own country, Proctor's Other Worlds Than Ours, Dickens' Christmas Carol, Leather Stocking Tales (Cooper), Westward Ho (Kingsley), With Clive in India (Grant), The Talisman (Scott), The Three Midshipmen (Kingston), The Chronicles of Froissart.

23. Yes.

24. Yes.

25. Boys, if you want to succeed in life, be always honorable; live up to your conscience; do not drink or gamble; do a little more than is expected of you, and do it a little better.

Rev. Elmer H. Capen, D.D., LL.D.

President, Tufts College, Massachusetts.

1. (*a*) "Sticking to my last." Persistence. (*b*) Doing day by day, with reasonable fidelity, the things which the day brings to be done. (*c*) Having a high ideal, and keeping my eye fixed on it, but never losing consciousness of the fact that I walk on solid ground.

2. I most certainly should, unless there are serious obstacles in the way.

3. No, because men often develop an interest in whatever work they are obliged to do.

4. I consider it most unwise.

5. Yes, if he feels that he can command a better opportunity in the city.

6. It depends on the boy; if he has large capacities, which cannot find their full employment where he is, he had better seek a broader field.

7. No more than he should be forced into the ministry, if he has no taste for the ministry.

8. For any success that is worth having.

9. Absolutely.

10. One must take an interest in his work whether it is agreeable or otherwise.

11. Both are important, but in some callings experience counts for more than in others.

12. In many instances it does.

13. Yes, if he has the time and means and the requisite mental qualities. Education counts everywhere.

14. A college education is valuable in whatever a man may subsequently do.

15. Yes, let him go to college first, if he can, and then take the technical school.

16. Yes, unless his age would make him too old when he comes to his profession.

17. No.

18. Such a boy does not give much promise for anything; perhaps he would do best in a trade.

19. The nature of the business usually determines in such a case; if it is one involving great risks, probably it would be better for him to hold on to his salary and avoid the risks.

21. I do not believe the wisest man in the world can specify a single cause. The causes are almost as varied as the failures.

22. The Bible and Shakespeare, for English; some good books, for general history, taking particular pains to read with care English and American history; Scott, Dickens, and Victor Hugo, for fiction; after that, such great master-pieces, written in prose or poetry, as he may be drawn to.

23. Yes.

24. Yes, if it is a good one.

25. Wake up, boys! This is a great age, full of great opportunities. Get ready for them. As soon as you are ready, seize that one for which you are best fitted, and hold on to it until you have exhausted all its possibilities. The time is short. "Watch ye, stand fast in the faith, quit you like men, be strong."

Edward S. Dawson

Syracuse, N. Y. President, Onondaga County Savings Bank.

1. For the position attained and held by me, I am indebted to good health, industry, application, and perseverance.

2. Yes.

3. Yes.

4. No.

5. Yes.

6. I would advise him to, at least, serve an apprenticeship in the calling or business preferred before going to the larger place.

7. No.

8. Yes.

9. Yes.

10. Yes.

11. Ability is likely to follow experience.

12. Possible, but not probable.

13. Yes, if practicable.

14. Yes.

15. Yes.

16. Yes.

17. No.

18. Let him learn a trade under a competent employer or teacher.

19. As a rule, yes.

20. Better connect himself with an honorable man, who has capital and is willing to invest it against experience.

21. Lack of experience and lack of application.

22. Bible, Blackstone, Civil Code, Criminal Code, Shakespeare, American history (up-to-date).

23. Yes.

24. If it is in his estimation a good business, and he likes it, I see no reason for going elsewhere.

25. Be prompt in meeting engagements, and above all things, be strictly honorable in all transactions.

General John F. Weston

Washington, D. C. Commissary General, United States Navy.

1. Such success as I have is due to a knowledge of my business and an honest and sturdy application of it.

2. Yes.

3. No.

4. No.

5. Yes.

6. No.

7. No.

8. I do.

9. Yes.

10. No.

11. Experience.

12. Yes.

13. No.

14. No.

15. Yes.

16. Yes.

17. No.

19. Yes.

20. Yes.

21. Inattention.

23. Yes.
24. Yes.
25. Be honest, truthful, patriotic, and be ready to pay for the reputation of patriotism when the President calls for troops; manly, generous, unselfish, and considerate to those under you.

Hon. Wm. T. Clark

Cleveland, Ohio. Ex-president, Board of Education. Commander-in-chief of the Union Veteran Union.

1. First, the training given me by my mother. Second, to application, perseverance, and truthfulness with my fellow-men.
2. Yes, if it is the judgment of honest thought.
3. Generally, yet there have been notable exceptions.
4. Parents know the temperament of the child, and can best judge.
5. Yes.
6. No.
7. No.
8. Yes, by all means.
9. Yes.
10. Yes.
11. Ability, for that can get experience.
12. Yes, if opportunity presents itself.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Yes; oftentimes great results have followed.
18. A trade.
19. Yes; independence is the best inspiration for large success in the highest sense of the term.
20. No; debt is a drag-shoe to most men.
21. Undue haste to be rich, and lack of proper balance.
22. (*a*) The Bible, (*b*) Scottish Chiefs, (*c*) Uncle Tom's Cabin, (*d*) Robinson Crusoe, (*e*) Dickens' Child's History of England, (*f*) Life of Abraham Lincoln or George Washington.
23. No.
24. Not except a marked aptitude be shown.
25. Remember your fathers kindly, and despise not your mothers when they are old.

D. A. Robinson, M.D.

Bangor, Me. Physician. President, School Committee.

1. Having a good mother and father, who started me right.
2. By all means, if it be a legitimate and profitable one.
3. Not necessary, but is very desirable.
4. Not generally; there might be extenuating circumstances.
5. That would depend upon the boy. If he were bright, energetic, ambitious, industrious, with a good education, I would.
7. Not if he can do better at something else.
8. Certainly.
9. Yes.
10. To attain the highest success.
11. Ability; for without that, experience will be of no avail.
12. Yes, for experience will come in time to any one.
13. Yes.
14. Yes.
15. If he can't go to college.
16. Yes.
17. It depends upon how old he is, and why he does not want to go.
18. Yes; ambition will come later.
19. Yes; it will make more of a man of him.
20. No; better wait and economize and save for himself.
21. Extravagance.
23. Yes.
24. Yes; inheritance or inherited traits are often of marked aid.
25. Boys, do your best every time.

James E. Moore, M.D.

Minneapolis, Minn. Surgeon. Surgeon-in-chief, Northwestern Hospital. Surgeon to St. Barnabas and City Hospitals. Author of works on surgery.

1. Persistent endeavor in a definite direction. Seeming adversity.
2. Yes.
3. No; success begets a liking for any business.
4. No.
6. Not until he has outgrown his original environment.
7. No.

8. Yes.
9. Yes, above all things.
10. Yes.
11. Ability. A man of ability will get experience.
12. No; see No. 11.
13. No.
14. No.
15. Not unless he shows special talent.
16. Yes.
17. No.
18. Let him learn a trade or take a pick and shovel. We must have many unskilled workmen.
19. Yes.
20. No; if he has ability he will get capital soon enough.
21. Lack of persistent effort in a definite direction.
23. Yes.
24. Yes.
25. Be clean, morally and physically. "Hitch your wagon to a star," and do the best you know at all times and under all circumstances.

REMARKS. I would have the parents remember that it is their duty to teach the boys that they may aspire to anything, and that they cannot hope to accomplish great things unless they have high aspirations. Don't let them drift along until they find out from experience or accident that they can do things. Teach every boy that he owes it to himself and his generation to outstrip his father and his generation. Many a boy has lost ten good years because he was not told that he could do almost anything he tried provided he tried hard enough.

Francis B. Sears

Boston, Mass. President, Third National Bank.

1. To hard work.
2. Yes.
3. Not necessary, but very helpful.
4. No.
5. If he has ability and a taste for business or professional life, yes.
6. If he has the determination to succeed in a large way, yes.
7. It would depend on his capacity for other things.
8. Emphatically, yes.
9. Absolutely necessary.
10. No.
11. Ability.
12. Yes; experience can be acquired.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A salaried position would be best for him.
19. Yes.
21. Lack of ability, or lack of application, or both.
23. Yes.
25. For their personal life, I would repeat the injunction which David Copperfield's aunt laid upon him, "Never be false, never be mean, never be cruel." For their business life, I would add that intelligence, integrity, promptness, politeness, and accuracy are the qualities which win success.

Samuel C. Eastman

Concord, N. H. President, New Hampshire Savings Bank.

1. Attending faithfully to business intrusted to me and constantly trying to become better qualified to discharge my duties.
2. Yes.
3. No.
4. No.
5. Yes, if he desires a greater success than that afforded at home, but all country boys are not fitted for it.
6. The average boy will be happier at home in the long run.
7. No.
8. Yes, though many dishonest men accumulate wealth.
9. Yes.
10. He must, at least, like it, or else have the power of forcing himself to keep up to the mark.
11. Ability.
12. No, as I understand the words used.
13. Yes, if he can do so.
14. Probably not, but a disciplined mind helps anywhere. A boy who desires to learn a mechanical trade would generally not want to go to college.
15. In some cases I would, but generally such boys would not wish to go.
16. Yes.
17. No.

19. Yes, if he can find a fair opportunity.
21. Carelessness in business and neglect in little matters.
23. Yes.
24. Yes, if he likes it.
25. "Stick to your aim, the mongrel's hold will slip,
But only crow-bars loose the bulldog's grip;
Small as looks the jaw that never yields
Drags down the bellowing monarch of the fields."

General William Crozier

Washington, D. C. Chief of Ordnance, United States Army. Inventor. Delegate to The Hague Peace Conference.

1. To interest in my work.
2. Yes.
3. Yes.
4. No.
5. Yes, if he has ability and industry.
6. It would be safer to stay at home, but the reward of exceptional industry and ability will be greater in the large city.
7. Not if he has ability and industry.
8. No, but it is necessary to self-respect.
9. Yes, for a great success, or for success in the face of difficulty.
10. Yes, to be very successful.
11. Ability.
12. Yes, with industry.
13. Yes, if possible.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade or business.
19. Yes.
20. Yes, if the creditors were fully informed as to the venture.
21. To lack of energy and persistent industry.
23. Yes.
24. Yes, if he has a taste for it.
25. Remember that nothing can take the place of strict integrity as a source of satisfaction through life, and that no element is so contributory to success as the energy which comes from interest in one's work.

Gilbert A. Phillips

Providence, R. I. President, Providence Institution for Savings.

1. Perseverance.
2. Yes.
3. No.
4. No.
5. Yes.
6. As he prefers.
7. Decidedly, no.
8. Absolutely.
9. Yes.
10. Yes.
11. Ability.
12. Yes, in time.
13. If he can.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No.
23. Yes.
24. As he prefers.
25. Honesty, perseverance, good character.

Frederic B. Pratt

Brooklyn, N. Y. Pratt Institute.

2. Yes.
3. No.
4. No.
5. No, not unless he has decided ability and strong character.
6. No.
7. No.
8. Yes.
9. Yes.
10. No; perseverance will ultimately develop interest and love.
12. Yes.
13. Yes, if he has any preference; otherwise not.
14. Not the average boy.
15. To a technical or trade school, yes; but not an engineering one.
16. Yes.
17. No.
19. Yes.
20. In a large city, no; in a small town, yes.
21. Lack of persistence.
23. Yes.
24. Yes.

W. F. Potter

Long Island City, N. Y. General Superintendent, Long Island R.R.

1. Persistent application at all times and under every and all conditions.
2. Yes.
3. No.
4. Most unwise.
5. Yes.
6. Yes; I think a boy should leave home.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes, if he can.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No.
21. Want of persistent application.
23. Yes.
24. No.
25. Be patient, truthful, loyal, honest, untiring.

Hon. Hernando D. Money

Carrollton, Miss. United States Senator. Lawyer and planter.

2. Yes.
3. No.
4. Do not believe in forcing boy as to matters of kind of work.
5. No.
6. No.
7. No.
8. Some people succeed in business by dishonesty, but never are a success.
9. Yes.
10. Not necessarily.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
18. Trade.
19. Yes.
20. Yes; anything to quit a job.
21. Want of self-confidence.
23. Yes.

Horace S. Tarbell, LL.D.

Providence, R. I. Superintendent of Public Schools. Author of school text-books.

1. To having had a good father and mother, and to having a good wife.
2. Yes, if the preference is rationally formed.
3. No.
4. No.
5. Yes.
6. Try the small place first.
7. No.
8. No; honesty is morally essential; it is not always financially profitable.
9. Yes.
10. Yes.
11. Ability.
12. Having ability, experience can be gained.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Into some businesses, not to compete with Standard Oil or such trusts.
20. No.
21. Lack of foresight.
23. Yes, if he can also read some good books.
24. Yes.

E. R. Burpee

Bangor, Me. Civil Engineer. Member of Prudential Committee, American Board.

1. Christian home and praying parents.
2. Most assuredly if it is an honest business.
3. Not always.
4. Certainly not.
5. Unless his character is founded, he runs great risk in a large city.
6. No, unless his ability makes it an object for some one to get him. In our country it is hard to hide talent and enterprise.
8. Most assuredly.
9. Yes.
10. He is much surer of success if his heart is in his business.

13. Not always. A college education is good, but not at all necessary.
16. I suppose it would be almost necessary.
18. A trade.
20. No.
21. Extravagance and inattention to details of business.
23. If he can get a good one. It is necessary to keep informed on current events.
24. Yes.
25. Follow Christ's teaching and example. Be honest and truthful.

Josephus N. Larned

Buffalo, N. Y. Superintendent, Buffalo Library. Ex-president, American Library Association. Author.

2. Yes, if he really knows what he prefers and what he can do best, but a boy's preference is often an ignorant one, both as to himself and as to the thing preferred.
3. No. "What thou best canst understand is just the thing lies nearest to thy hand," said Goethe, with great wisdom. "Whatsoever thy hand findeth to do, do it with thy whole might." These are the best rules for attaining full success.
4. There should be no force in any such case, but calm consultation and reasoning between parent and son.
8. How can it be otherwise than necessary to anything which deserves the name of "success."
9. Undoubtedly.
10. At least, the work that is done lovingly will be done best.
13. If he is one to whom college can give anything, he will be the better for its gifts.
14. Same answer as to No. 13.
15. If he can.
17. If he needs to be forced, he is not likely to find anything in college worth sending him for.
23. Yes, in moderation; reading for knowledge of the important news of the day, and not for its gossip and trivialities.
25. Be more afraid of catching bad habits than of catching smallpox or the plague. Be infinitely more careful to furnish and fit yourself with good habits than with good clothes. Never for one moment forget that what you will be, in the last half or two thirds of your life, depends on the habits you form in your youth and early manhood; habits of thinking, carefully or carelessly; habits of seeing, the half or the whole of things; habits of opinion-making, on information and reasoning of your own, or on trust from others; habits of feeling, genially or ill-naturedly, generously or selfishly, calmly or fretfully; habits of speech, with careful or careless grammar, articulation, and voice; habits of manner, refined or coarse. The difference between a cultivated gentleman and a man of vulgar stamp lies mainly in these, which are the difference of the habits that were grafted on them in early life. You have now the making of yourselves into one or the other, as you choose.

John G. Wight

New York City. Principal, Wadleigh High School.

1. Discretion; I say this in all humility, for "I have failed much."
2. Yes.
3. No.
4. No.
5. Yes.
6. Generally, no.
7. No.
8. Yes; as a man with a ruined conscience has not succeeded.
9. Yes.
10. Yes.
11. Both.
12. There can be no success without experience.
13. Yes.
14. Better a technical school.
15. Yes.
16. Yes.
17. You can't do it anyway.
19. Certainly.
20. Probably.
21. Reckless, gambling spirit.
22. Bible, Irving's Washington, Plutarch's Lives, Victor Hugo's Les Misérables, Whittier's Poems, Robinson Crusoe.
23. Yes.
24. I'm inclined to say, no.
25. Character, built upon truth, duty, self-discipline, right thoughts, and courtesy.

Hon. Jason E. Nichols

Lansing, Mich. Probate Judge of Ingraham Co., Mich. President, Board of Education.

1. Work.
2. Yes, by all means.
3. Yes.
4. No.
5. Yes, and work.
6. No.
7. Yes.
8. 10,000 times, yes.
9. Yes.
10. Yes.
11. Experience and work.
12. Yes, with work.
13. Yes.
14. Yes, if he can.
15. Yes.
16. Sure.
17. Yes, for it teaches him to work.
18. Trade.
19. Yes.
20. Yes.
21. Carelessness and laziness.
22. J. S. Abbott's Life of Napoleon.
23. For a short time.
24. Yes.
25. Select the calling you like best. Push it to the end. Work, work.

F. E. Burgess

Burlington, Vt. President, Board of Education. President, Horatio Lumber Co.

2. Usually.
3. Yes.
4. No.
5. Yes.
6. Yes, if I thought he was exceptionally bright, but otherwise would not.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. In a majority of cases either is useless without the other.
12. Sometimes.
14. Certainly.
15. Yes.
16. Yes.
17. Not often.
18. Trade.
19. Yes.
20. Not often; depends on the man.
21. The expense account.
23. Yes.
24. Yes.
25. Decide on what you want to do, stick to it, and never confess there is any chance for failure.

Alexander C. Abbott, M.D.

Philadelphia, Pa. Professor of hygiene and director, Laboratory of Hygiene, University of Pennsylvania. Director of Laboratory, Board of Health. Author of medical works.

1. Obligation to work out my own salvation, and opportunity to do so in association with, and under the guidance of, men of exceptional ability.
3. That varies according to the individual. For most cases I would say, yes.
4. No.
5. If he thinks his happiness and success depend upon it, I would.
6. I would not, unless his aims and ambitions could not be satisfied in the small town.
7. No.
8. It should be, but I regret to say that I do not think it is.
9. Yes, but not uninterrupted application.
10. Yes, if you mean the fullest success; no, if you mean only moderate success.
11. Ability.
12. Yes; experience comes with the exercise of ability.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. It depends on circumstances, but in most cases I think it justifiable.
21. Inability and unjustifiable risk, due to a desire to accumulate riches rapidly.
22. Boys from 13 to 17: Kipling's Jungle Books, Kipling's Captains Courageous, Stevenson's Treasure Island, Kingsley's Westward Ho, Smiles' Self-Help.
23. Not habitually, but read a good one occasionally, if he can find one.
24. If it is well-established, and he likes it, yes.
25. Learn to do some one thing better than any one else, and do it.

Rev. Amory H. Bradford, D.D.

Montclair, N. J. Pastor, First Congregational Church. Associate editor, *The Outlook*. First secretary and second president, American Institute of Christian Philosophy. Lecturer, Andover Theological Seminary. Author.

1. Heredity. The ideals and environment of my home. Perseverance in, and devotion to, one line of effort.
2. Yes.
3. Yes.
4. No.
5. It would depend on the boy. If he is made for a farmer, no. If for a banker or professional man, yes.
6. Not until he has outgrown the smaller town.
7. Not if he has a permanent objection to it.
8. Yes.
9. Yes.
10. Yes.
12. Yes, if united with industry.
13. Yes.
14. Depends on the boy; if he will make good use of his education, yes.
16. Yes.
17. Sometimes, not always.
18. It would depend on the possibility of waking ambition in one line or another.
21. Extravagant living.
22. The Bible; Homer; Plutarch's Lives; Life of David Livingstone; Life of John Howard; Tennyson, especially The Idylls of the King.
23. Yes.
24. Yes.
25. Be pure, be honest, seek truth wherever it may be found. Be loyal to truth and right at any cost. Be brotherly, and trust God.

Colonel Jacob L. Greene

Hartford, Conn. President, Connecticut Mutual Life Insurance Co.

2. Yes.
3. No; a man who is sympathetic with all true human interests and endeavors may succeed in a variety of callings.
4. No.
5. That depends entirely on the boy. Mere discontent, with limited opportunity, is not a safe guide.
6. Depends on his capacity. It is a good rule to do with one's might what lies nearest him. If he is needed elsewhere, it will come to him, or he will be led to it.
7. Duty to others, as well as personal inclinations and innate capacity, are large factors here. Early likes and dislikes are apt to be fanciful.
8. I consider nothing a true success which is not won by absolute honesty. Dishonesty may score a point for the moment, but it destroys the man.
9. Certainly.
10. No, but it makes it easier. Conscientiousness in work is more than love for it.
11. Ability is the foundation of the equipment; experience facilitates its use.
12. That is hardly a fair way of putting it; every man learns to do his work by doing it. Ability is a gift without which nothing is possible; experience is a later acquisition from the use of ability.
13. That depends on his breadth of capacity.
14. Ordinarily not.
15. Yes; long enough to give him the exactness of method, the studious, careful habit, the intellectual integrity, which comes from such training.
16. Yes; a man needs to be at his all-around best, in the professions, to-day.
17. No; it will ordinarily do him no good.
18. A trade.
19. Yes; every man who feels it in him should go in to make off his own bat.
20. Not unless he is mighty sure of himself on good reason.
21. Lack of discipline and force of character.
23. Yes; enough to get the news that is really informing and mentally stimulating. Too much is stupefying.
24. There is no general principle about it; for some boys it is well and for some it is ill. Many conditions are involved, more or less individual to each case.
25. Find out either what you really want to do, or what as a matter of right you ought to do, putting duty first, and then do it with your steadfast might.

Max Toltz

St. Paul, Minn. Mechanical Engineer, Great Northern R.R.

1. Common sense and good schooling, also ability to handle men. First rule is to obey order.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Not necessarily, but love means persistency.
11. Both.
12. Not very much.
13. Yes.
14. No.
15. Yes.
17. No.
18. Make him interested.
19. Yes.
20. No.
21. Over-confidence and high living.
23. Yes.
24. No.
25. Keep eyes and ears open, but mouth shut. Be steady, obey orders, and do not look upon compensation at the start.

A. Spencer, Jr.

Hartford, Conn. President, Aetna National Bank.

2. Yes.
3. No.
4. Generally, no.
6. No.
7. Many of them would have been far better off.
8. Yes.
9. Yes.
10. Not necessarily.
11. Ability.
12. Yes.
16. Yes, if possible.
17. No.
18. It matters little.
20. No.
23. Yes.
24. It should be the best possible place for him.

Benj. I. Wheeler, LL.D., Ph.D.

Berkeley, Cal. President, University of California. Author.

1. Believing that most people are mostly well-intentioned.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Or have the habit of work.
13. Yes.
14. Yes, to a college with a mechanical department.
15. Yes, to a technical department of a university.
16. Yes.
17. No.
23. Let him read a good weekly, like the *Outlook*.
25. Do not plan to be second-rate; you can be practically what you make up your minds to be. Have patience; work hard; keep clean; tell the truth.

John G. Fletcher

Little Rock, Ark. President, German National Bank.

1. To being strictly truthful and reliable in the transactions of all business affairs, and sober and industrious in fulfilling all engagements.
2. As a general thing I would, as he would apply himself more closely to it.
3. No; many men who are compelled to work at an occupation they dislike, afterwards take hold and make a great success out of it.
4. No; I think it best to consult the desire of the boy and advise with him, and then let him select the calling he prefers to follow.
5. Yes, provided he has ambition and capacity to hold his own among other men. I was a country boy, and left it because it afforded but little chance to rise.
6. I would, if he had extra qualifications which fitted him for larger business transactions and if he had

ambitions to advance higher than at home.

7. No; let him try his hand at any occupation that seems to suit him best.

8. Yes; to true success it is necessary to be strictly honest and truthful.

9. Yes; to a certain extent it is necessary to apply all energies to one point.

10. Not necessarily so.

11. Both are essential to great success, but experience contributes most to success, in my opinion.

12. No.

13. Yes; a college education would be beneficial to any business man in the management of his business.

14. Yes; it only makes him more intelligent and fits him to be a better mechanic, a master.

15. No.

16. Yes, by all means, as it makes him stronger and more confident in himself.

17. No; if you do, the chances are even that he goes astray.

18. A trade or a business.

19. Yes; by all means let him go into business on his own account, as I have never known a man to accomplish much who worked for a salary.

20. I think his chances of success would be better on borrowed capital than on a fixed salary.

21. To negligence, idleness, carelessness, dissipation, gambling, and debauching generally.

22. History of the United States, civil government, history of Rome, Shakespeare, biographical sketches of prominent men, history of trades.

23. Yes; it keeps him posted about the news throughout the world.

24. No; it is best to let him select an occupation that suits his taste best.

25. Boys, keep out of bad company; be truthful, honest, sober, industrious, and upright in all your dealings through life.

REMARKS. I was raised in a sparsely settled section of Arkansas, where the boys had but few advantages of any kind, especially in the way of school; they had to work in the field during crop time, and go to school after the harvesting was finished and the crop was laid by. This embraced the months of July, August, and September; then they had to return to the field and help gather the crop; after that time, they would enter another three months' term of school, which would embrace the months of December, January, and February; so you see the country boy would work six months on the farm and go to school six months in a log cabin. This only applied to those boys whose parents were in fair circumstances, and the sons of poor people did not get that much schooling. My education was obtained in this way, and by travelling, and reading books and the best daily papers. Boys should make themselves indispensable to their employers, and then they will be sought after by the business world.

Elbridge G. Keith

Chicago, Ill. President, Metropolitan National Bank. Late President, Chicago Clearing House and Bankers' Club.

2. Yes.
3. Yes.
4. No.
6. No.
8. I do.
9. I do.
10. Yes.
12. Not universally.
17. No.
18. A trade or business.
19. Yes.
20. No, not generally.
21. Want of ability and experience.

Joseph A. DeBoer

Montpelier, Vt. President, National Life Insurance Co.

1. First, to hard, continuous work, due in part to personal necessities, always aiming to get at the truth of a given matter; and, next, to some acquired capacity for giving expression to the results of that work in the affairs of men.

2. Yes, unless the circumstances of his life and his connections afford him an unusual opportunity in some other.

3. No; but having chosen one, a man is under moral obligation to be faithful to it.

4. No; the boy has rights of his

own from the moment of his birth. His preference deserves respect.

7. No, if the dislike is decided and filial duty does not require his remaining on the farm.

8. Yes; dishonesty does not breed a true and lasting success.

9. Yes, as a working rule for the average man. Genius and large talent stand apart by themselves.

10. Yes, for great success, as a rule, although the principle of obligation and of service rather than that of love begets much good work.

11. Ability in the higher callings and professions, but experience in the trades and handicrafts. Still ability is always increased and fostered by experience.

12. Yes; the successful text-book writer on economics is an example.

13. Yes; I would advise any boy, who can go to college, to do so for his own sake, without regard to his future work.

14. Yes, but by preference to a technical institution.

15. Yes. See Nos. 13 and 14.

16. Yes, without qualification.

17. No; I do not believe in forcing any man's will nor any boy's either, unless the interests of the State require it.

18. An ordinary boy, without a preference and having little ambition, had better take the work nearest to his hand. His connections in life would decide the form.

19. Yes, and be his own "boss," or to express it less cogently, the "captain of his own soul."

20. Yes, if a good opportunity presents itself.

21. Immoral inattention.

22. The Bible (King James' version); The American Congress (Jos. W. Moore, Harper's, 1895). These two will contribute to his moral and public education. As for the other readings, they will depend upon the boy.

23. Yes, and if practicable, three, edited from the standpoints, respectively, of an Independent, a Republican, and a Democrat.

24. Yes, if a valuable business and to his preference.

25. In a few years you will be men, owing the world work. You should then be masters of some trade, business, or profession, through which to take care of yourself and your dependents. Make it your rule of action in all things to observe the Decalogue of Moses, and in your citizenship to see to it that no harm comes to the Republic by your act. Remember that the end of life should be happiness, that the highest personal happiness alone comes through putting up some form of faithful service all of the time, and, as Roosevelt says of the flag, "Keeping it put." Further, hug tight the doctrine that hard, honest work in trade, business, or profession will command respect everywhere and therefore a competency, especially in our country of individual rights, and also, for that reason, of individual responsibilities. Save part of your income. Avoid snobbery, and cultivate manliness and truth in all your acts and work.

Rev. Marvin R. Vincent, D.D.

New York City. Professor of New Testament Exegesis and Criticism, Union Theological Seminary. Author.

1. To God's blessing; a temperate and regular life; hard work; always trying to do my best under all circumstances; intercourse with the best minds and with people who knew more than I did.

2. Yes, if there is nothing to prevent his doing so, only a distinction should be made between a boy's preferences and his fancies.

3. No; there are many instances of distinguished success in the absence of a "pronounced preference." In some of these it was impossible to follow the preference.

4. No.

6. Yes, if the boy is equal to great opportunities.

7. It depends on whether he is fit for anything else.

8. I do not consider anything "success" which is not won honestly.

9. Unquestionably.

10. It is not absolutely necessary; but, other things being equal, the one who loves his work will succeed best.

11. As a rule they cannot be separated.

12. Not the highest.

13. Yes.

14. Yes.

15. Yes, after the general training of the college.

16. Unquestionably.
17. Sometimes; the tendency is too strong to let boys have their will; some cubs must be thrashed into discipline.
18. It will not make much difference, such a boy will do as well in one as in the other.
19. Certainly.
20. It depends on the amount of his experience and ability.
21. Cannot answer; causes are various and numerous. Want of ability, bad habits, laziness, aiming for admiration rather than for solid mastery, want of concentration, etc.
23. Yes, a good one.
25. Fear God and keep his commandments; keep a clean mind; drive out dirty thoughts as you would a thief or assassin; honor your body and train it well; cultivate the society of the best people and the best books; be afraid of superficial work or learning; despise the praise of inferior minds, and be satisfied with nothing less than the approval of the best; cultivate the simplest and the best manners. No success and no intellectual superiority exempt you from the duty of being a perfect gentleman. Be genuinely kind to all, but never compromise your principles for fear of seeming unkind. No success is won without hard work. Work with all your might for any good object. Never fail to ask God's blessing on your work. Remember that the most brilliant success in a bad thing is a failure. If you are fit for a lower place, and are not fit for a higher place, don't spoil your success in the lower place by trying to climb into the higher.

Hon. Hosea M. Knowlton

Boston, Mass. Late Attorney-General, State of Massachusetts. Lawyer.

1. If I have achieved any success, I owe it to work. Work involves necessary temperance and care of health, physical and mental.
2. Of course.
3. To some extent, but not so much so as is sometimes thought.
4. Never.
5. Yes, unless he is contented where he is.
6. Not necessarily.
7. No.
8. Absolutely.
9. Yes.
10. In the broader sense of the term, yes.
13. If he can.
14. Yes, but to select his course with reference to his future work.
15. A technical school is better.
16. It is almost necessary to high success.
17. Depends upon whether "will" means inertia, laziness, or indolence.
21. Laziness and bad habits.
22. Read all he can.
23. Part of it.
25. Work and behave. Keep your health and aim high.

Charles Platt

Philadelphia, Pa. President, Insurance Company of North America. President, Zoological Society of Philadelphia. President, National Board of Marine Underwriters.

1. Industry. Readiness to do any work, even if not in contract. Unfailing courtesy. Preference of duty to athletics or amusement.
2. Not always, unless boy be of decided ability.
3. No.
4. No.
5. Yes, if a good opening.
6. No.
7. No.
8. Absolutely, yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
14. No.
15. Yes, if time allows.
16. Yes; depends on the college.
17. No.
18. Probably trade; ambition necessary.
19. No, unless by good advice.
20. No.
21. Lack of ambition and industry. Haste to grow rich.
22. Hard to say. General cultivation.
24. Yes.
25. Honesty, industry, courtesy. Determination to succeed. "Deal justly, love mercy, and walk humbly with thy God." Recognize limitations.

N. C. Schaeffer, A.M., Ph.D., D.D.

Lancaster, Pa. State Superintendent of Public Instruction. President, Medical Council of Pennsylvania. Ex-principal, Keystone State Normal School. Author.

2. Yes.
3. No.
4. No.
8. Yes.
9. Yes.
10. Yes.
12. Yes; experience comes with time.
13. Yes, if he has time, brains, and means.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. Never a profession.
19. Yes.
23. Yes.
24. Yes.
25. Be true.

Hon. De Forest Richards

Cheyenne, Wyo. Governor of Wyoming. President, First National Bank of Douglas.

1. Industry, the adoption of correct systems of doing business, and indomitable perseverance.
2. Yes.
3. Yes.
4. No, very unwise.
5. Depends upon his personal characteristics.
6. Not always.
7. No.
8. Yes.
9. Very.
10. Yes.
11. Ability.
12. Yes; make experience.
13. Not take a classical, but one to fit him for business.
14. No.
15. Yes.
16. Yes.
17. No.
18. If he has no ambition he will be a plodder.
19. Yes.
20. Yes.
21. Failure to adopt proper system, and discouragement following.
23. Yes.
24. Yes.
25. Always be honest in your transactions, prompt in your action, and never put off 'till to-morrow what is possible to do to-day. This will give you a good name and a good credit.

General Curtis Guild, Jr.

Boston, Mass. Editor, *Commercial Bulletin*. Orator.

1. Unrelenting hard work.
2. Yes.
3. Yes.
4. No.
5. No, unless he has some definite bent towards a profession. The pedler's cart and the chicken coop are good starting points.
6. Emphatically not; help it progress.
7. No.
8. It is a melancholy fact that it isn't. Please note that you say "business" success only.
9. Yes.
10. No.
11. Experience.
12. Rarely.
13. Yes, unless he wishes to be a mere human cogwheel.
14. Yes, or, at least, to take up other than purely technical reading.
15. By all means.
16. Of course.
17. Never; it isn't absolutely necessary, except for professional life.
18. Neither; let him enlist as a soldier or sailor. He can, at least, help his country, if he hasn't sufficient energy to help himself.
19. Yes, but "sufficient" means much nowadays.
20. I should not; my father did, however.
21. I know of no single great cause.
22. The New Testament, Shakespeare, Dickens, any good history of the United States, Plutarch's Lives, T. B. Aldrich's Story of a Bad Boy.
23. Yes.
24. Yes, unless he has a decided preference for other work.
25. Read clean books; wear clean clothes; exercise heartily in the open air daily; decide slowly; do swiftly; work with a will, or not at all; half done is undone.

Charles H. Jones

Boston, Mass. President, Commonwealth Shoe Co.

1. Good health and hard work.
2. Yes, if there seemed a reasonable opening or chance of success.
3. No.
5. Yes, if he has no obligation to keep him at home.
7. No.
8. No.
9. Yes.
10. No.
11. Ability; experience can be acquired.
12. Yes.
13. Not unless he has a place in business made for him by father or otherwise.
14. No.
15. Yes.
16. Yes.
17. No.
18. Whichever would be most in keeping with his surroundings; a trade by all means, if his family are mechanics.
21. Lack of business sense.
23. Yes.
24. Yes.
25. Work won't hurt you. Do your best every day.

William T. Baker

Chicago, Ill. Capitalist. Financier.

2. Generally, yes, but under proper guidance. Boys' preferences are often fickle and may frequently be directed to their advantage.
3. Yes.
4. No.
5. Too many boys seek city employment, and I would not advise them to go to the city unless peculiarly adapted for it.
6. No.
7. Few boys seem to like farming, but I believe it will be the best career for the majority.
8. Certainly.
9. Yes.
10. Yes.
11. Both, but one may have ability without experience. It requires time to acquire experience.
12. Yes.
13. A college course is an excellent mental training for any career.
14. A scientific course in college is a great help, the course of mechanical engineering, for instance.
15. Yes, if possible.
16. Yes.
17. No.
18. Such a boy would need to be guided by some one competent to judge in his particular case.
19. Yes.
20. Much would depend on the boy; in some cases it would be advisable, but not for all.
21. Lack of energy and persistence. Mental inertia.
23. Yes, but too much newspaper reading is very bad, almost worse than none at all.
24. Not necessarily. The boy may not be at all adapted to the pursuits of the father.
25. The choice of a pursuit in life is of less consequence than the qualities you bring to it. Whatever career you choose, be honest, steadfast, and industrious, and you will achieve success and happiness.

John C. F. Randolph, E.M., A.M.

New York City. Consulting Mining Engineer. Formerly in the service of the Japanese, Chinese, and United States Governments. Author of technical works.

1. A sound education.
2. By all means.
3. It is an advantage to have a preference, but not absolutely necessary.
4. No.
5. He should stay at home, at least, until he gets a good common school education.
6. He had better stay and seek opportunity in his small town until 25, at least.
7. While his character is forming, and until he gets a good common school education.
8. Absolutely, for continued business success.
9. Yes.
11. Ability is the foundation; experience builds the superstructure.
12. Experience comes with atten-

tion to detail; success comes with experience.

13. Very seldom. It depends on the boy.

14. He should go to a trade school.

15. Very seldom, but it depends on the boy.

16. Decidedly.

17. Few boys take education willingly, and with those opposed to it, the school education should cease at 16.

18. Any trade or any business, early, in a minor capacity; not a profession.

19. Yes.

21. Not selecting congenial business; never learning their work in life thoroughly. The failures are about 90 per cent.

23. Yes.

24. Far the best thing any boy can do.

25. Aim to master each thing as it comes forward. Be diligent, even to doing a little more than is expected of you. Be honest and thorough.

Rev. John L. Campbell, D.D.

New York City. Pastor, Lexington Avenue Baptist Church. Author.

1. Under God, application.

2. Yes, always, if it is a worthy calling.

3. Yes.

4. No, but the calling must be worthy.

7. No.

8. Yes.

9. Yes.

10. Yes.

11. Experience.

12. There cannot be success without experience.

15. Desirable, but not absolutely needed.

17. No.

18. Throw him on his own resources.

19. Generally, yes.

20. Generally, no.

21. Lack of concentration.

22. Bible, Pilgrim's Progress.

23. If he does not waste too much time on it, yes.

25. Have a high ideal. Follow your aptitudes, if they are worthy. Keep pure. Keep cheerful, and work for all that you are worth.

George A. Macbeth

Pittsburg, Pa. Manufacturer of lamp chimneys.

1. Observation and persistent application, coupled with natural mechanical faculty and some knowledge of chemistry.

2. Yes.

3. Yes.

4. No.

5. If he really wants to, yes.

6. Same as above.

7. No.

8. Absolutely; money may be accumulated otherwise and get through.

9. Yes.

10. Yes.

11. Ability, to benefit by experience; both go together.

12. Can't imagine it.

13. Not necessarily.

14. Not necessarily.

15. Yes.

16. Yes.

17. No.

19. Yes.

20. No.

21. Inability to comprehend circumstances.

23. Yes.

25. Be honest, courageous, diligent. Do more than you are asked.

Hon. Henry William Blair

Manchester, N. H. Ex-United States Senator. Framer of school and temperance constitutional amendments and bills establishing United States Department of Labor. Lawyer.

1. I haven't succeeded very well. About all I have done has been to succeed in helping others to success.

2. Yes, but it should be a preference felt at or about the time when it is necessary to finally decide the selection.

3. Yes, for not even a strong sense of duty will wholly supply the place of enthusiasm.

4. No; parents often become the worst enemies of their own children by so doing.

5. Yes, unless confined by family or other strong obligations.

6. Not as a rule. Some boys belong in a big place because they possess the elements of bigness in themselves.

7. No, but farming should and might become the most enticing and happiest of all occupations. Every farm should be an industrial school or a seat of learning.

8. No; multitudes of knaves succeed in business, but they go to hell for it and sometimes to jail.

9. Certainly as a rule; much, however, depends upon chance or fortune.

10. Not necessarily, but he must do it whether he likes it or not.

11. Ability; how much could an experienced fool accomplish.

12. Yes; very often, and especially when aided by circumstances.

13. Well, yes, if he has the time and will improve it, but not play base-ball to excess. He must not depend too much upon his diploma, however.

14. Same answer as No. 13. It does not disgrace a collegian to dig in the dirt after an honest dollar. The more his pick and shovel know the more dollars he may find there.

15. Yes, if he can; but he must not think that it will of itself make him a mechanic.

16. Yes, if he can do it. He will then know himself before he starts in, from measurement with his future competitors, and them also; and he should get discipline, knowledge, and enlargement as early in life as possible.

17. No, but I would coax him a great deal before I gave it up, and perhaps get others to, and might tenderly drub him a little if I had to and thought it would do any good.

18. No; get him a Bible and a hymn-book, a shovel and a hoe, and tell him always to vote the Republican ticket, that is, to be steady, do the best he can, and go to Heaven.

19. Yes; tell him to be careful and honest, to select well his opportunity and location, and the trusts can't beat him. He may become one himself some time.

20. No, not often, if he means to pay it back; but there are times when it is prudent and right to borrow and wrong not to.

21. Laziness.

22. The Bible; Shakespeare, I suppose; Plutarch's Lives; history, especially of the United States; and about sixty others. Get him a first-class magazine and a good daily newspaper.

23. Yes, but to let the trash alone. It will kill him.

24. Not if the old man has made it disagreeable to him, but he should be careful to honor his father and mother and not be prejudiced against the occupation that brought him up.

25. Be sure you are right and go ahead. Stand up for your country and never lie down unless it be to die for her. Try to get big enough to realize that the world is your country.

Hon. Albert B. White

Parkersburg, W. Va. Governor of West Virginia.

1. Hard work and keeping at it.

2. As a rule, yes; but there are exceptions. The preference should be an intelligent one.

3. Not absolutely necessary.

4. No.

5. Not necessarily to a "great city." A small city or thriving town frequently affords great opportunities.

6. Answer above; it sometimes is a good thing to go to a new community and new environment.

7. We sometimes learn in later years to like our duty.

8. I do, if by success you mean something beside ill-gotten gains.

9. Yes.

10. If he is successful or ambitious to succeed, he will learn to love his work.

11. Ability is inherent; experience is acquired; both are necessary for conspicuous success.

12. Not in business life; it might in storming a fort or rescuing a drowning person.

13. If he can afford it.

14. Yes, or rather an institute for mechanical training.

15. (Same as above).

16. Yes.

17. Sometimes it is well to seek to overcome a dislike or foolish repugnance to higher education.

18. Depends on the boy. Sometimes they make preachers or editors or politicians out of them.

19. "Sufficient capital," "ability," and "experience" are equal to almost anything.

20. Yes, sometimes. That's the way I branched out for myself.
21. Lack of judgment.
22. (Not including history.) Wild Animals I Have Known, Brook's Story of Benjamin Franklin, David Copperfield, Tom Brown at Rugby and Oxford, Aldrich's Story of a Bad Boy, Dana's Two Years Before the Mast.
23. Yes; accent on the GOOD.
24. Why not?
25. Be honest; be energetic; be faithful to your trust; keep your word; be manly; don't be afraid of work.

Rev. Samuel P. Cadman, D.D.

Brooklyn, N. Y. Pastor, Central Congregational Church.

1. To the fact that I was born and grew up under the law of necessity; poverty was the spur of my earliest efforts.
3. It is in the majority of cases, although instances are not lacking of men who did well in callings for which they had scant liking.
4. I certainly do not.
5. This seems to be the modern tendency, and on the whole advisable.
6. Chances are equal that he will do better by remaining at home.
7. No.
8. Absolutely so.
9. Certainly.
10. He can find more joy therein, but duty is often done when the heart rebels.
11. Ability; experience is often a record of failures or feeble successes and makes some men unduly conservative.
12. Providing ability includes good judgment, I do.
13. I would, following those studies which benefit business.
14. I would, suiting his studies to his calling.
15. I would.
16. Certainly.
17. Sometimes it is; boys do not have a monopoly of foresight.
18. A small business suits such boys best.
19. I would, providing the larger affairs do not crowd out small competitors.
20. That's a more risky proposition, and much depends on the personal equation.
21. Carelessness, arising from indifference and lassitude.
22. Robinson Crusoe by Defoe, Pilgrim's Progress by Bunyan, Westward Ho by Charles Kingsley, Tom Brown at Rugby by T. Hughes, The Jungle Book by Kipling, and always the Holy Bible.
23. I would.
24. Only in selected cases.
25. Be true to yourself; be true to your fellows; be true to your God.

REMARKS. Grow on your own root; do not be an echo, but a voice, and however strong your surroundings, do not imitate, but assimilate them. Thus your investment in life is your own and not another's. Seek to know yourself in temperament that you may fortify the feeble spots in the "make" of your mind. Men carefully study their bodies who never spend an hour considering their dispositions. In this lies the secret of self-control; the chain is no stronger than the weakest link, therein; watch the places where hasty prejudice and passion enter to usurp the right and the reasonable. Daily conquer a new province, either in yourself or your environment. Wake up every morn a bigger man than you went to bed the night before. Some men reverse this process, and when they die, there are no complaints. Do not reckon success on a purely commercial basis; character is the one token of life.

Gano S. Dunn, M.S., E.E.

Ampere, N. J. Chief engineer and technical director, Crocker-Wheeler Co. President, New York Electrical Society. Vice-president, American Institute of Electrical Engineers.

1. Outside of intellectual endowment, to earnest attention to business and worthiness of the confidence of others.
2. Yes.
3. Yes.
4. No.
5. It depends upon how much ability he possessed.
6. No.
7. If apparently capable and willing

to work at another calling, would not keep him at farming.

8. Yes.
9. Yes.
10. Yes.
11. Ability; because without it, experience cannot be effective.
12. Yes; for it soon acquires experience.
13. Yes.
14. If possible.
15. Yes.
16. Yes.
17. I consider it wise to exercise a good deal of pressure.
18. Trade or business.
19. As a rule, no.
20. No.
21. Attempting more than ability to carry out warrants.
23. Yes.
24. After first having an experience elsewhere, yes.
25. In the long run, it is character that makes the kind of success that is most worth having.

Milo D. Burke

Cincinnati, Ohio. Civil Engineer. Railroad builder. Author.

1. Persistent, systematic application.
2. Generally, yes, when the boy's judgment is sufficiently matured to be of value.
3. No.
4. No.
5. Depends upon the calling chosen by the boy; generally, no.
6. No.
7. Ordinarily, yes.
8. Yes.
9. Yes.
10. Yes.
11. Business ability cannot be attained without experience.
12. No.
13. Yes.
14. Yes, if he can afford it.
15. Very few technical schools are worthy of patronage.
16. Yes.
17. No.
18. A trade.
19. Under favorable conditions, yes.
20. No.
21. Lack of attention to essential details.
23. Only the news items pertaining to his occupation, and general news sparingly, but not the gossip.
24. Where tastes are congenial and conditions favorable, yes.
25. Be manly, honest, and diligent, as well as courteous and firm.

Charles H. Slack

Chicago, Ill. Wholesale and retail grocer.

1. Good health, honest energy in the discharge of duty, retiring early, economy in personal expenses, and a careful reading of the best books bearing on my occupation.
2. Yes, if his health permitted.
3. Where the competition is sharp, I would say, yes.
4. If the boy is in good health and his selection is reputable, no.
5. If he is naturally bright, yes.
6. No.
7. No.
8. Yes, sir; every day of the year.
9. To attain the full measure of success in any case, yes.
10. Where competition is strong, yes.
11. Experience begets ability.
12. If applied with energy where competition is not excessive, yes.
13. No; instead, a technical institution.
14. If he desired to, yes.
15. Yes.
16. Yes.
17. No.
18. A trade, first.
19. Yes, if location and conditions were promising.
20. Yes, if he can select a location where conditions are favorable and competition not too sharp.
21. Lack of ready cash or want of ability to preserve a margin over expenses where competition is sharp.
22. The Bible, Shakespeare's Works, Homer's Iliad (a good translation), Plato's Dialogues, Webster's Select Speeches, Darwin's Descent of Man.
23. Yes.
24. If the business is reputable and in keeping with his taste, yes.
25. Be honest, and always respect your father and mother; be courteous to every one you meet, and perfect your education as to your strongest bent.

Rt. Rev. C. B. Brewster, D.D.

Hartford, Conn. Bishop of Connecticut. Author.

1. What little I have been able to accomplish has been by the simple method of keeping at it.
2. By all means.
3. Yes, except in exceptional cases of genius.
4. No.
5. Yes.
6. No.
8. Yes.
9. Yes, indeed.
10. Yes.
11. Ability.
13. Yes, if he looks beyond business to the life he wants to live.
15. Yes.
16. Yes.
17. No.
19. I should want to do so myself.
21. To habits of sloth and self-indulgence.
23. Yes, for not more than half an hour daily.
25. Be, each one of you, a worker, not a drone. Remember that more important than doing things is to be all that it doth become a man to be. Be strong and show yourself a man.

George A. Kimball

Somerville, Mass. President, Boston Society of Civil Engineers. Member, Metropolitan Sewerage Commission.

1. Perseverance.
2. Yes.
3. Yes.
4. No; let the boy follow his bent.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes, and college too.
16. Yes.
17. Yes, for a time.
18. I don't know; put him where he will develop ambition; without it he is of little value.
19. Yes.
20. Yes, if he is the right kind of a man; let him do whatever will make the most of himself.
21. Poor judgment.
22. Lives of great men, particularly those in the same line of work as the boy will take up; Abbott's Histories.
23. Yes.
24. No.
25. Be honest; put your whole self into your work, and hustle.

Hon. Howard G. Fuller

Pierre, So. Dak. Chief Justice, Supreme Court of South Dakota.

1. I have never been quite able to account for what little success I have had. Some of my friends say, energy and a judicial instinct.
2. Yes, as a general thing.
4. Never force a boy into anything. Love him much and give him his own way.
7. No.
10. Yes.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. Sometimes.
23. Yes.

Oscar P. Austin

Washington, D. C. Chief, Bureau of Statistics, United States Treasury Department. Author.

1. Selection of a life-work which constantly interests me, and persistent attention to that work; long hours, hard work, and a thorough mastery of every subject taken up.
2. By all means.
3. Not necessarily; an occupation, once adopted, is likely to prove interesting, if followed intelligently and earnestly.
4. I consider such a course unwise.
5. If well-educated and with well-established good habits and a decided preference for business, yes; otherwise, no.

6. Not unless some definite and very promising opportunity is offered, where he will have advice and guidance of real friends.

7. Until he has well developed physically and determined what he does like.

8. Unquestionably.

9. Unquestionably.

10. That relation of mind to occupation doubtless increases the probability of success.

11. Ability.

12. Yes.

13. Yes.

14. A school of technology.

15. Yes.

16. By all means.

17. No.

18. A trade.

19. Yes.

20. Not unless the opportunity seems to be exceptionally good.

21. Credit.

23. Certainly.

24. Yes, because he gets the benefit of an accumulated fund of experience, as well as an established business.

25. Be honest with yourself, with your friends, with your family, with your God. Persistent plodding brings a hundred successes where mere brilliancy brings one. If you are brilliant, hard work will increase your success; if you are not brilliant, hard work will increase your chances of becoming so.

George W. Dickie

San Francisco, Cal. Manager, Union Iron Works. Past-president, Technical Society of Pacific Coast. Trustee, California Academy of Sciences. Writer on technical subjects.

1. I do not consider that I have reached such a position in my profession as engineer as would justify my name being placed among those who have reached success. What I have been able to accomplish, that my friends are pleased to consider as successful, has been the result of hard work, made possible by good health and a little trick of being able to make others forget about the blunders I have committed, but never for a moment forgetting about them myself.

2. Yes, if the preference is decided.

3. Yes, if accompanied with a willingness to do the hard work necessary to success.

4. No.

5. If he is bent on doing something that he could only do in a great city, and I thought him of the right stuff, yes.

6. No.

7. No.

8. Yes.

9. Yes.

10. Yes.

11. Experience, which comes through ability applied.

12. Not of a lasting character.

13. Yes, if he can afford the time.

14. Yes, but think it best to learn the trade first.

15. Yes.

16. Yes.

17. No.

18. Such a boy must just enter into any thing that he can find with an open door; if he lives long enough he will likely be in all of them.

19. Yes, if the opportunity presents itself.

20. No.

21. Dislike of hard work.

22. The Bible, and when he knows that well, the other five will suggest themselves.

23. Not unless he has time to do so.

24. I have five boys. They have all gone into various branches of my business, and under me. I sometimes think it would have been better for them to have chosen something else.

25. If I had courage to say anything to such an august session, I would advise young men trying to find an honorable place amongst the great workers of to-day: Make up your mind what place you would like, and don't be afraid to make it high enough. Then go to work, no matter how distant that work may be from the place you aspire to; if it points in that direction, stick to it. Don't waste time consulting with friends about your prospects and seeking introductions to people who will help you up to the place you desire to reach, but make a close friend of your work; your best advice and surest advancement will come from it. Study the result of your work, while others are seeking influence. Let no tendency in your line of work escape you. Feed your experience by close observation,

and some day some one will want something done for which your experience is absolutely indispensable. You will need no one to introduce you to that man; he will search for you, and be very glad when he finds you; and your place in the great battle of life will be the very place you selected and worked to prepare yourself for, and which will be yours by right, and not by influence, the Divine Right of the Kings of Industry.

George W. Mehaffey

Boston, Mass. Secretary, National Young Men's Christian Association.

1. Hard, persistent effort, coupled with a love for my work.
2. Yes, ordinarily.
3. Yes, for the highest success.
4. No.
5. That depends on the boy. He might make a better farmer than clerk or artisan in the city.
6. No.
7. Not if he is qualified for other work.
8. Yes.
9. Yes.
10. Yes, to be largely successful.
11. Natural ability is the foundation, experience the framework of success.
12. Yes, but it may be costly.
13. Yes, if possible, but he may attain success without it, though his prospects would be better with it.
14. Yes, if he is ambitious to rise beyond the position of a machine.
15. Yes, or serve time as an apprentice; technical school training would be better.
16. Yes.
17. In some cases. Many have regretted their early decision not to go to college.
18. Learn a trade first, and he can decide his future course later.
19. If circumstances favored it. In some cases it would be better for him to remain with his house with a view to securing an interest in the business.
20. No, unless it were furnished by a partner who desired the benefit of his experience.
21. Speculation.
22. The Bible, Successward, Pushing to the Front (Marden), What a Young Boy Ought to Know, What a Young Man Ought to Know (Stall), The Strenuous Life (Roosevelt), Up From Slavery (Washington).
23. Yes; he should keep himself abreast of the times, but should be careful what he reads. Avoid the sensational and impure.
24. (*a*) No; as a rule he would get a better training in the office, store, or shop of some other person. (*b*) A profession, yes, if qualified.
25. "This book of the law shall not depart out of thy mouth; but thou shalt meditate therein day and night, that thou mayest observe to do according to all that is written therein: for then thou shalt make thy way prosperous, and then thou shalt have good success." Josh. 1: 8.

M. D. Dunne

Chicago, Ill. Manager, Chicago Beach Hotel.

1. To honesty, sobriety, and strict attention to all the details of my profession.
2. Most assuredly.
3. It is a great help, certainly.
4. I do not.
5. Undoubtedly.
6. I would not.
7. No.
8. I certainly do
9. Most undeniably so.
10. Certainly. A man dissatisfied with his work will scarcely give it the attention necessary to make it a success.
11. Experience without ability will not avail much.
12. The two should go hand in hand.
13. A college education is not a necessary requisite for success in business.
14. No.
15. Yes.
16. Yes.
17. No, I do not.
18. A boy with such qualifications would scarcely be successful in any line, but of the three, I'd advise a trade.
19. I think so.
20. No, not under such conditions.
21. To speculation and lack of conservatism.
22. Tale of Two Cities, Ben Hur,

Macaulay's History of England, history of the United States, ancient and modern history, the Last of the Barons.

23. Yes.

24. Yes, I would.

25. Be temperate and honest in all your dealings.

General William R. Cox

Penelo, N. C. Cotton planter. President, North Carolina Agricultural Society.

1. Integrity and ambition.
2. Yes.
3. No.
4. As a general thing, no.
5. There is more in the man than in the locality.
6. No, even though it may require a longer time to rise.
7. Yes, until it is clear that he has an aversion to the pursuit.
8. Not to temporary success.
9. I coincide in the maxim: "There is no excellence without labor."
10. Not necessarily.
11. I would rather rely on experience, though genius might accomplish more than mere experience.
12. Answered in No. 11.
13. Yes; not for merely what he may learn in books, but the experience he may secure of the outer world free from parental authority.
14. Yes, but pursue an optional course.
15. Yes.
16. Yes, and pursue an A. B. course.
17. Not if he has a will of his own and is stubborn in its assertion.
18. Let him try a trade.
19. Yes.
20. I am very much afraid of the temptation of borrowing; it "dulls the edge of industry."
21. A too great desire to become suddenly rich.
22. The Bible, Blackstone's Commentaries on the Common Law, Shakespeare, Marshall's Life of Washington, Hume's History of England, Milton's Paradise Lost.
23. Yes, by all means.
24. Yes, if his father is living and so advised.
25. Do justice, love mercy, and walk uprightly before God and man.

Emil Berliner

Washington, D. C. Inventor of the gramophone and microphone, and telephone and telegraph improvements.

1. Unlimited patience and frugality.
2. Yes.
3. No.
4. No.
5. No; to a smaller growing city.
6. For a while; then return home.
7. Yes, unless he has decided talent for something else.
8. No; but better for society.
9. In 99 out of 100 cases.
10. Yes.
11. Ability is first.
12. Yes.
13. Very good, if he can afford it.
14. Technical college, yes.
15. Yes.
16. Of course.
17. No.
18. A trade, first.
19. Yes.
20. Only when the business is a specialty.
21. Lack of patience and of good advice, also extravagance.
22. Any six books of nature.
23. A quarter of an hour each day; 2 hours Sunday.
25. Never dwell on a success, reach out for the next.

Edward F. Bigelow, A.M., Ph.D.

Stamford, Conn. Nature lecturer. Writer of outdoor and scientific literature. Editor, "Nature and Science" Department, *St. Nicholas Magazine*. Late editor *Popular Science Monthly*. Formerly editor, *The Observer*. Nature lecturer, New York Board of Education and Martha's Vineyard Institute for Teachers.

1. Keeping the ideal high and working with loving persistence toward it.
2. Yes.
3. Yes. Highest excellence contains at least 90% of love.
4. No. Nature had enough of the parent; that's why she made the boy,

5. This would depend not on the district, but boy's "adaptations."

6. Do the work that he can do best, whether in wilderness or the heart of a city.

7. No, but make sure that he really doesn't like it. Perhaps he's in love with a myth.

8. Yes.

9. Yes, within reasonable limits. Persistence should not be overwork.

10. No. Will may do certain work with success. For the boy's best success he must do work that he loves.

11. Adaptation more than either.

12. Yes.

13. Yes, if circumstances are not too adverse.

14. Certain "mechanical trades" require technical collegiate education.

15. Yes.

16. Yes.

17. No.

18. A trade.

19. Yes.

20. Yes.

21. Lack of adaptation and force of circumstances. There is such a thing as "luck."

22. The six that will give him the best inspiration, encouragement, and aid in his most commendable aspirations.

23. Yes, such parts as are of interest or helpfulness.

24. No, unless he is better adapted to that business than to any other.

25. Be 100% boy. The world's highest demand is for that kind of material with which to make men.

Remarks. To live a life is like climbing a steep, rugged, and icy hillside. Advancement means zeal, alertness, and care. "Both head and heart and both in earnest." In spite of the greatest care there will be some slips backward, but the slips that come from the nature of the way, from treacherous objects in the path, or from obstructions by the wayside, are more easily overcome than slips from deliberate jumps backward. Unavoidable slips backward are usually overcome in length of time not more than that in which they were made. It's astonishing what an amount of distance down the hill, bruises, torn clothes, and even broken bones, will come from a wilful jump in that direction. In one respect the figure of comparison doesn't hold. You can't stand still on life's icy hillside.

C. W. Smith

Seattle, Wash. Librarian, Seattle Public Library.

2. Yes.

3. After being informed about it, yes.

4. No.

5. If he feels he must go.

6. Same as No. 5.

7. No.

8. Necessary to any "success."

9. Indispensable.

10. Unquestionably.

11. Experience without ability is mere mechanics.

12. It can rapidly become experienced and successful.

13. If he wishes very much to go, yes; if he does not care, no.

14. Same as No. 13.

15. Yes, if possible.

16. Same as No. 13.

17. No.

18. Into the first, and let him see if he desires to change to one of the others.

19. As soon as there is any reasonable opening.

20. Same as No. 19.

21. Lack of unswerving purpose.

22. English Bible, Shakespeare's Works, Pilgrim's Progress, History of the World, Self Help (Smiles), What a Boy Ought to Know (Stall).

23. For ten minutes daily.

24. If each has always loved the other well, yes, unless the boy cannot bring himself to do so.

25. Every function of your body is holy as any sacrament. Every idea harbored will shape your habits, character, and eternal destiny. Therefore, keep your body and mind clean. Everything is subject to law, and happiness is the full employment of all your powers. Therefore, let no function of body, mind, or spirit be abused, but let all be used. Success is to have left the world better than you found it — as much better as you can. Therefore, decide as soon as you are able what you can do better than anybody else, and go to doing it with all your might, and never give it up. Selfishness is the sin of sins. Never do anything for your gratification that can hurt another. Try to "put yourself in his (or her) place" and "do as you would be done by."

Paul Mellen Chamberlain

Chicago, Ill. Professor of Mechanical Engineering, Lewis Institute. Inventor.

1. Congenial work, first. Association with superiors who kept me hard at work, second. Persistence in accomplishing the task or undertaking, third.
2. Yes.
3. No.
4. No.
6. No.
7. No.
8. Any one may find men whom they deem dishonest, who are wealthy.
9. For the ordinary mortal, yes.
10. No.
11. Ability.
13. Not necessarily for a full course.
14. No.
15. Yes.
16. Not necessarily for a four-year course.
17. Not ordinarily.
18. A business, as most likely to engender ambition.
19. Yes.
20. Yes.
22. Life of Benjamin Franklin.
23. No.
24. Yes.
25. Train your memory. Keep your habits and thoughts clean. Strive to do each task a little better than you or any one else have or has done.

Colonel William F. Cody

Cody, Big Horn Co., Wyo. Scout, soldier, ranchman. Head of Buffalo Bill's Wild West Show.

1. To my mother's good advice when I was a boy.
2. Most certainly.
3. Yes.
4. No.
5. Keep out of cities; go to the arid West; lay in a foundation of health as Roosevelt did.
6. No.
7. No.
8. Yes, yes, yes.
9. Mix in a little rest, but stick to your business.
10. Yes.
11. Ability.
12. If you hang on.
13. A good education will do, but be sure you get it.
14. No; common school education will do.
15. Not necessarily.
16. If he could.
17. No or yes.
18. Either one will do.
19. Yes; no future for any one to work for a salary. Let him take chances to independence.
20. It would depend on the business and interest.
21. Neglect.
22. Bible, history, Knowledge Is Power, I Can and I Will, America, Last of the Great Scouts.
23. Yes.
24. If it is a business the old man has succeeded in, yes.
25. I can and I will.

William L. R. Gifford

Cambridge, Mass. Librarian, Public Library.

2. Yes.
3. No.
4. No.
5. Yes, usually.
6. No.
7. Not usually.
8. I am sorry to say, no.
9. Yes, as a good general rule.
10. To be successful in the full sense, yes.
11. Ability.
12. Yes; everybody has to gain his own experience.
13. Yes.
15. Yes.
16. By all means, yes.
17. There can be no fixed rule, but I have never seen a man who regretted going to college.
18. A trade.
20. No.
21. Nowadays the small business is driven to the wall by the great combination of capital.
22. The books mentioned are good; it would be hard to say what are "best." Franklin's Autobiography, Hughes' Tom Brown's School Days, Defoe's Robinson Crusoe, Scott's Ivanhoe, Irving's Sketch-book, Cooper's Leather-Stocking Tales.
23. Yes,

24. Yes, if the business be well established and if he has no strong inclination to something else.

25. Be honest, diligent, and punctual, and do always a little more than is required by your employer.

Edward T. Jeffery

New York City. President, Denver & Rio Grande R.R. Late Commissioner to Paris Exposition. Late Chairman, Grounds and Buildings Committee, World's Columbian Exposition.

1. Good health; hard work; close study; persistent effort; liking for my profession; doing everything the best I can; being honest and reasonably unselfish; respecting my superior officers in all right and proper things, and thus securing their confidence without sacrificing my self-respect.

2. Yes.

3. Yes, for full success.

4. No.

5. Yes, if dissatisfied and inclined to business career.

6. No, not if he can win reasonable success.

7. No.

8. Yes, using "success" in broadest sense.

9. Yes.

10. Yes.

11. Ability, because it adapts to useful ends the experience.

12. Yes; it is likely to secure experience.

13. Yes.

14. Yes.

15. Yes.

16. Yes.

17. Not absolutely against his will.

18. A trade.

19. Yes.

20. Only to a quite limited extent.

21. Lack of intelligent persistence.

23. Yes.

24. Yes, if reasonably qualified so to do.

25. Love and respect your father and mother; reverence God; stand by your country and its laws and institutions; study and work from the cradle to the grave; have self-respect without vanity and win the respect of others; be honest, truthful, just, and manly; submit cheerfully to authority and learn self-control; never feel discouraged, but rise with hopeful heart and firm purpose to every occasion.

Ralph E. Pratt

Chicago, Ill. Pratt & Baxter, Grain Merchants.

1. What little success I have attained has been through hard work, using what common sense I possessed, and paying strict attention to my own business.

2. I would, unless it was a business that I felt was a poor one and that he would be sure to regret the choice.

3. No.

4. No, unless the other has some decidedly objectionable features.

5. Yes, if he is made of the right stuff.

6. Not at least until he had considerable experience.

7. Keep him there if possible 'till he gets a good foundation. He will probably never have as good a chance to get it elsewhere.

8. Money can be gotten without being honest, but the success to be desired never comes through dishonesty.

9. I do.

10. Yes.

11. Experience.

12. It will help a good deal, but he will have the experience before the success.

13. No.

14. No.

15. Yes.

16. Yes.

17. No.

18. No.

19. Yes.

20. Yes, if proper arrangements can be made.

21. To not using the common sense they should.

23. Yes.

24. No.

25. What is worth doing at all is worth doing well. Keep everlastingly at it; stick-to-it-iveness will pull you through. Don't forget to use your head as well as your hands. You can't fail; there's no such word in the dictionary.

Rev. Russell H. Conwell, D.D.

Philadelphia. Pastor, the Baptist Temple. Founder and president of Temple College. Author.

1. Unchangeable determination.
2. Yes.
3. Yes.
4. No.
5. Yes, if he cannot do as well at farming.
6. Most great fortunes have been made in towns of 6,000 or less.
7. Boys change their minds.
8. Yes, to real success.
9. Certainly.
10. Yes.
11. Experience.
12. No.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. Laborer.
19. Certainly.
20. Not borrow more than he has himself.
21. "Didn't think." Untrained minds.
22. Bible, Matthew's Getting On, history, Shakespeare, one on his chosen profession, book on politeness.
23. Yes.
24. Yes.
25. Train your minds in study and play to think quickly and accurately.

R. H. Aishton

Chicago, Ill. General Superintendent, Chicago & North Western R.R.

1. Health and physical endurance; sticking to one line of business.
2. Yes.
3. No; preference generally comes through experience.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes, decidedly.
10. Yes.
11. Ability, because experience without ability is useless.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. No.
21. Debt, and failure to live within income.
22. A good spelling book, Thrift, Life of Abraham Lincoln, Romola, Bacon's Essays, Life of George Stephenson.
23. Yes.
24. No.
25. If you can't get what you want, take what you can get. Make your personal convenience subservient to your employer's interests; then stick.

John W. Gates

Chicago, Ill. Capitalist. Financier.

1. Attending strictly to my own business and working 16 hours per day when the emergency demanded it.
2. Yes.
3. No.
4. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. No, not necessarily.
14. No.
15. Yes.
16. Yes.
17. No.
18. Profession.
19. Work for yourself always, when possible.
20. Yes.
21. Negligence and ignorance.
23. Yes, if there is one printed.
24. If the father's business is a growing and increasing one, yes; if not, no.
25. Attend strictly to your own business; keep well posted as to your competitors' methods and profits; agree with your competitors rather than fight them; make hay while the sun shines; always discount your bills; never try to deceive your banker; never neglect your business for pleasure.

John J. Boyle

New York City. Sculptor. Member of Executive Council, National Sculpture Society.

1. Perseverance.
2. I would, yes.
3. No.
4. No.
5. No.
6. No.
7. No.
8. No.
9. Yes.
10. Not necessarily.
11. Equal.
12. No.
13. Not necessarily.
14. Not necessarily.
15. Yes.
16. Yes.
17. Decidedly no.
18. Business or trade.
20. By no means.
21. Insincerity to one's self.
22. The Bible, Shakespeare, a United States history, French Revolution, Story of the Sciences and Inventions, literature and art.
23. Yes, by all means.
25. Be true to yourself.

Henry Bartlett

Boston, Mass. Superintendent, Motive Power Department, Boston & Maine R.R.

1. Good health, good education, average endowment of brains, and close application to work.
2. As a rule, yes.
3. Not absolutely so; as a rule, yes.
4. No.
5. Yes.
6. Not at first, any way. Possibly at a later date.
7. No.
8. Yes.
9. Yes.
10. As a rule, yes; not absolutely so.
11. Ability.
12. No.
13. Yes.
14. Yes.
15. College education first, technical education after.
16. Yes.
17. No.
18. Trade.
19. No.
20. No.
21. Lack of application.
23. Yes.
24. No.
25. Select your future calling carefully, prepare diligently for it, and make your employers' interests your own.

Rev. Thompson H. Landon, D.D

Bordentown, N. J. President, Bordentown Military Institute.

1. To "minding my own business" whatever it was, whether preaching, studying, or teaching.
2. Of course I would.
3. A man may have "success" without such preference, but not the fullest success.
4. Certainly not.
5. Yes, if his heart is right and his head is strong to resist evil.
6. It is good to succeed a bit at home, and go to the larger sphere with some experience.
7. No, though it may be his duty to stay there a while.
8. Of course I do.
9. Yes, except a few cases now and then of luck.
10. It is much to be desired.
11. With average ability, experience.
12. How can a man use his ability long without gaining experience?
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No, no.
18. A trade or business.
19. Why not?
20. Yes, if not too large a borrower.
21. Slack-twistedness somewhere.
22. First, the Bible, after that it depends entirely upon the character and tendencies of the boy.
23. Yes, if he can find one.
24. No, and yet I would not advise him not to. Circumstances alter cases.
25. "Seek first the kingdom of God and His righteousness and all these things shall be added unto you."

Rev. Henry N. Couden, D.D.

Washington, D. C. Chaplain, United States House of Representatives.

1. Perseverance and industry.
2. Yes.
3. No.
4. No.
6. No.
8. Yes.
9. Yes.
10. Not necessarily.
11. Ability.
12. Yes.
13. Yes.
15. By all means, if he can.
16. By all means, if it is possible.
17. No.
18. Trade or business.
19. Yes.
21. A lack of strict attention to business.
23. Yes.
24. No.
25. Be studious, honest, industrious.

A. W. Wright

Alma, Mich. Lumberman. President, Bank of Saginaw, Alma Sugar Co., Peerless Portland Cement Co., Cincinnati, Saginaw & Mackinaw R.R., and Advance Thresher Co. Head of A. W. Wright Lumber Co. and Wright, Davis & Co. Treasurer, Alma College.

1. Economy and devotion to business.
2. Yes, if preference is reasonable and intelligent.
3. Yes, with exceptions.
4. No.
5. No, unless he has good business talent and some city friends.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes; sometimes the success which follows persistent effort brings love for the work.
11. Experience.
12. Occasionally.
13. Yes.
14. Yes; the country needs educated men in the ranks.
15. Yes.
16. Yes.
17. No, with exceptions.
18. A trade.
19. Yes.
20. No, with exceptions. Let him save capital from salary, start, and borrow if necessary.
21. Extravagance.
23. Yes.
24. No.
25. Be honest; be attentive to business; keep your credit better than your clothes; "never put off 'till to-morrow what you can do to-day;" be prompt in keeping engagements; if you borrow anything, use it better than your own, and return it promptly.

C. A. Goodnow

Chicago, Ill. General Superintendent, Chicago, Milwaukee & St. Paul R.R.

1. Thorough knowledge of what I undertook and steadfastness in pursuing a definite ambition.
2. Yes, if worthy.
3. Generally, yes; but not always.
4. I do not consider it wise.
5. Yes, if he has the right material in him, ambition, etc.
6. Absolutely dependent upon the boy. If he is ambitious and his ambitions are clearly defined and he feels it necessary to go to the city, he should go.
7. No, if he really loves anything. If he doesn't have distinct predilections he might as well farm.
8. Yes.
9. Yes.
10. Yes.
11. Generally experience; oftentimes, however, ability will wring out more experience in a year than the merely experienced man in several years.
12. Success cannot be accomplished in a minute, and ability will gain tremendous experience as it goes along.
13. No, but he should be graduated from a good high school.
14. No.
15. Yes.
17. No, but he ought to be made to understand what he is missing in the opportunity.
18. Should connect himself with a good wholesale house and work up.
19. Yes, and the ground is promising.

20. Yes, if he is sure of what he is doing.

21. If this refers to business, I would say to lack of capital and experience.

22. I believe in wide, general reading, particularly those books which tell of success from small beginnings and teach steadfastness and perseverance. Some novel reading, Dickens, Thackeray, George Eliot, etc.

23. Yes.

24. Yes, if his bent is that way.

25. Persevere, and above all be better than your promise.

Eugene G. Blackford

Brooklyn, N. Y. President, Bedford Bank, American Writing Machine Company, New York; Biological School, Cold Spring, N. Y. Vice-president, Union Typewriter Company and Brooklyn Institute of Arts and Sciences. Merchant.

1. In everything I undertook to do the best I could, either as office boy, clerk, book-keeper, or merchant. As a business man I tried always to lead rather than follow. During the first 15 years of my business life I arose every morning at from 2 to 4 o'clock. I always tried to cultivate the acquaintance and friendship of those who would benefit me morally, socially, and financially.

2. I certainly should.

3. Not in every case.

4. I do not.

6. I would not.

7. No.

8. Absolutely.

9. Sure; a most important element.

10. Yes.

11. Without ability experience would not count for much.

12. See No. 11.

13. I would not.

14. No.

15. Yes.

16. By all means.

17. No.

18. A trade.

19. Yes, but a great deal depends upon what kind of business.

20. No, except under exceptional circumstances.

21. Extravagance or spending more than your income.

22. The Bible, history of the United States, Shakespeare.

23. By all means.

24. Yes, if he has the inclination, as he would to a large extent benefit by the experience of his father.

25. Be honest; be saving; be industrious; be clean; keep good company; keep good hours; study your employer's interest; study to do your best always; never neglect any work because you think it belongs to the other boy to do.

General Roeliff Brinkerhoff

Mansfield, Ohio. Banker. Philanthropist. Ex-president, Mansfield Savings Bank, National Conference of Charities and Correction, and American National Prison Congress.

1. There were two things, I think, more than all others, that shaped my life in its formative years. (*a*) A kind Providence that repeatedly and absolutely barred the way to that which I had deliberately selected as my life work. (*b*) The cheerful acceptance on my part of such Providential vetoes, with a resolution to do the best that was in me to succeed in the lines left open. Under this Providential dictation, I became, in succession, in business life, a fisher of man, a farmer, an educator, a lawyer, an editor, a soldier, and a banker, and I am credited by those who know my career with more than ordinary success in each. Certainly, I have been happy and contented in each, and would have been entirely satisfied to retain either of these occupations, but an inexorable Providence said "no," except in my life as a banker since 1873. Outside of my successes as noted, and outside of business, I am credited with successes which I value more than any I achieved in business. They were largely philanthropic, and were always earnest efforts to be of service to my fellow-men.

2. Yes, if it is an honorable one.

3. Not necessarily.

4. No.

5. Not unless he has friends in a great city who offer him a start.

6. No; life is much more desirable in a small city than in a large one. Life is more than money.

7. No; give him a fair education and let him sail his own boat under friendly suggestions.

8. Not only necessary, but indispensable.

9. Yes; more so now than ever before, for competition is more strenuous.

10. Not necessarily, but it is an uphill job to succeed without it.

11. Both are necessary, but ability is indispensable.

12. Yes, but it would be pure luck.

13. Yes, if he can afford it, and makes his studies a preparation for his business.

14. He should go to a technical school and master his trade.

15. Certainly, and make himself an expert mechanic.

16. Yes; shaping his studies for professional use.

17. No; no boy should go to college unless he has inclinations that way.

18. Let him go to school until he develops a preference.

19. Yes, if prospects are favorable.

20. Yes, under exceptional conditions and after careful consideration.

21. Lack of ability, experience, or integrity. Generally there are several causes.

22. Without knowledge of the boy, I would not advise; as a rule I would turn him loose in a library and let him browse for himself under occasional suggestions from the librarian or his subordinates.

23. Yes, and also several instructive weeklies and monthlies.

24. Yes, if it is an honorable one, and he has no special dislike to it.

25. Commit to memory the Ten Commandments and the Sermon on the Mount, and guide your lives by their teachings, and you will be sure of success in the life that now is, and will have the promise of the life to come.

Remarks. As a rule a boy has no definite idea of what business is best for him. Let him not be in a hurry to decide, but accept the first fair opening that offers, and make himself as useful as possible, and make a study of it, and especially let him make the interests of his employer paramount. After accomplishing the special task assigned him, let him ask if there is anything else he can do for him. "Don't look at the clock," but work extra hours, in an emergency, to benefit his employer. An employer, who is not a brute, will appreciate such a boy, and will soon give him promotion. If he perseveres he will soon discover what he is best fitted for, and then he can adopt his life work. Having done so, let him stick to it, unless switched off, as I was, by overwhelming circumstances. The old maxims still hold, "A Jack of all trades is master of none," "A rolling stone gathers no moss."

George Coates Ashmun, M.D.

Cleveland, Ohio. Professor, Hygiene and Preventative Medicine, and Registrar, Medical College, Western Reserve University.

1. A good ancestry. A capacity for intelligent effort.

2. Yes, if supported by mature judgment.

3. No.

4. No, if the boy's preference has a prospect of valuable results to himself or others.

5. Yes, after he is sixteen.

6. No, unless especially good advantages open in the city.

7. No, although it should not be determined until a sufficient age is reached for "liking" to be known.

8. Yes; honorable success.

9. For most people. There have been exceptions.

10. Yes, or at least his work and the results of it.

11. Ability plus experience.

12. In most lines, no; for ability tested gives experience.

13. Yes, if he can do so without incurring debt.

14. Yes, with a selected course.

15. Yes.

16. Yes.

17. Yes, up to a point of demonstration of his acquisition.

18. A trade.

19. Yes.

20. It would depend upon the opportunity.

21. Want of application. Poor health.

23. Yes.

24. Yes, if it has proved reliable.

25. Be diligent; be trustworthy; improve every opportunity to do good for yourself and others.

Frank P. Hill

Brooklyn, N. Y. Chief Librarian, Public Library.

1. Education, attention.
2. Ordinarily, yes.
3. No.
4. No.
5. No, unless a good opening is before him.
6. No.
7. Depends upon other chances.
8. Yes.
9. Yes.
10. More likely to succeed if heart is in the work.
11. A delightful combination of both.
12. One must follow the other.
13. Yes.
14. Technical school best preparation.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. Not unless he has courage and confidence in himself.
21. Hard to tell, but lack of confidence in self is at the bottom of many failures.
22. Franklin's Autobiography, Ivanhoe, Robinson Crusoe, Tom Brown at Oxford, Pilgrim's Progress, the Bible.
23. Good daily, yes.
24. If so inclined on both sides.
25. "Be not wise in your own conceits," but be guided by the experience of others.

Charles W. Dabney, Ph.D.

Knoxville, Tenn. President, University of Tennessee. Ex-assistant Secretary of Agriculture.

1. I have not had much success, but what little I have had I attribute entirely to the training of a devoted Christian mother and a scholarly and sanctified father.
2. Yes, emphatically.
3. Not always manifested at the beginning, but must be developed.
4. No, never.
5. No, but to go where he can earn an education and then select a place to settle.
6. Never, unless there are some special reasons in his home or environment.
7. No.
8. Absolutely.
9. Of course.
10. Certainly.
11. Ability.
12. No.
13. By all means if he has native ability.
14. Go to a technical school if he has ability.
15. Yes.
16. By all means. We have enough quacks in the professions.
17. No.
18. A trade.
19. Yes.
20. Yes, if he has diligence, common sense, and is an economical and thrifty chap.
21. Ignorance, and laziness next.
22. Bible, Shakespeare, the other four are not in their class and may be selected from Lubback's 100 books.
23. Yes.
24. Should decide independently.
25. "Love thy God and thy neighbor as thyself."

Dudley Buck

Brooklyn, N. Y. Organist. Composer. Director, Apollo Club.

1. A certain amount of "gift," backed up by years of constant study.
2. Yes.
3. Yes.
4. Idiotic act.
6. No; development would take care of itself.
8. Of course.
9. Of course.
10. Of course.
11. Stupids have experience.
12. Often, in a half-fledged way.
13. No.
14. No.
15. Yes.
16. Yes.
17. Never.
18. Try him with the first two, not the third.
23. Yes.
24. No.
25. Be honest.

Rev. Wallace Radcliffe, D.D.

Washington, D. C. Pastor, New York Avenue Presbyterian Church.

1. Good Scotch-Irish parents. Youthful training in church. Industry, congenial work, faith.
2. Yes.
3. Generally.
4. No.
5. Yes.
6. No.
7. No.
8. In the long run and in the large meaning of success, yes.
9. Undoubtedly.
10. Yes.
11. Ability must have experience before it can attain success.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. No.
18. A business.
19. Yes.
20. Yes.
21. Lack of concentration.
22. The Bible; Pilgrim's Progress; Plutarch's Lives; Smiles' Self-Help; a nature book like, Wild Animals I Have Known; Alice in Wonderland.
23. Yes.
24. Yes.
25. The Fifth Commandment.

Hon. John Campbell

Denver, Colo. Chief Justice, Supreme Court of Colorado. Law lecturer, Colorado State University.

1. Industry, integrity, justice.
2. Yes.
3. No.
4. No.
5. Yes.
7. In general, no.
8. Most certainly.
9. Yes.
10. Yes, eminently successful.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Depends upon whether the "will" results from obstinacy or rests on sound reasons.
18. That I can't answer, definitely; but either a trade or business, whichever his natural aptitude better fits him for.
19. Yes.
21. Intemperance.
22. The Bible, Shakespeare's works, Coleridge's works, Emerson's Essays, some English history like Green's, Milton.
23. Yes.
24. Yes.
25. Be honest, temperate, industrious, sympathetic, charitable, courageous. Keep out of politics 'till you are settled in your life work. Marry a sensible woman.

Hon. Eugene B. Gary

Abbeville, S. C. Justice, Supreme Court of South Carolina.

1. Fidelity, prompt attention to business, and scrupulous care in meeting financial obligations.
2. Yes.
3. In general it is.
4. No.
5. Yes, if he has special talent.
6. Generally I would not.
7. No.
8. I regret that business success is frequently the outgrowth of dishonesty.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Yes.
18. That for which his talents best qualify him.
19. Yes.
20. No.
21. Extravagance in expenditures.
22. The Bible, Shakespeare, Gil Blas, Don Quixote, Arabian Nights, Robinson Crusoe.
23. Yes.
24. Yes.
25. Be systematically industrious, faithful to every trust, and zealously prompt in responding to financial obligations.

Hon. John F. Dillon

Far Hills, N. J. Lawyer. General counsel of the Missouri Pacific R.R. and the Western Union Telegraph Co., and consulting counsel for Manhattan Elevated R.R. and Union Pacific R.R. Author.

1. Fidelity and hard work.
2. Yes.
3. Not necessarily.
4. No.
5. Not as a rule.
6. No.
8. Yes.
9. Yes.
10. Not necessarily.
11. Ability indispensable.
12. Not a full measure of success.
14. Yes, if the boy really wants to go to college.
15. Yes, if he can.
16. Yes.
17. No.
18. Some kind of trade or business.
20. Sometimes advisable.
21. Want of thoroughness.
23. Yes.
24. Yes, if everything else is equal.
25. Be faithful, honest, true, diligent, conscientious, thorough.

Daniel P. Morse

New York City. President, Morse & Rogers (Corporation), wholesale distributers of boots, shoes, and rubbers, and shoe findings. Treasurer, Crawford Shoe Makers. President, Edwin C. Burt Co. and Tuttle Shoe Co. Ex-president, Arkwright Club. Ex-treasurer, Lincoln Club, Brooklyn. Treasurer, the Morse Society.

1. Hard work, and more hard work.
2. Yes.
3. No.
4. No.
5. Yes, with a reservation.
6. I should say, think twice.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Ability will very soon get experience.
13. Yes, with a reservation; it depends a good deal on the boy.
14. Same answer as to No. 13.
15. Yes, emphatically.
16. Yes.
17. No.
18. A trade.
19. Ordinarily, yes.
20. It depends on the man; most successful men have had to.
21. Lack of ability.
23. Yes.
24. That depends on the boy; it spoils some and makes others.
25. Think. Work. Stick to it.

Luther Burbank

Santa Rosa, Cal. Naturalist. Originator of new fruits, flowers, nuts, and vegetables.

1. Strict temperance. Some disappointments in life which made me think of the welfare of others as well as myself. Honest, sincere, and strict attention to business and to the interests of others as well as my own. Throwing overboard old superstitions and listening to the suggestions of nature.
2. Usually.
3. Not always, but generally for the fullest success.
4. Very rarely, if ever.
5. This depends upon the boy's business tendencies.
6. No.
7. No.
8. Yes. I consider absolute honesty in all business dealings the only true road to success.
9. Always, to true success. Nature's forces move slowly but surely.
10. For the best success he must.
11. One must have ability to make use of experience.
12. Ability, without experience, sometimes, but rarely, accomplishes solid success.
13. Never; valuable time lost for learning more important matters.
14. Never.
15. Depends upon the boy, the school, and the trade.
16. Generally.
17. No.
18. Of the three, I should choose a trade.
19. This may often improve his character as well as his condition.
20. Very rarely, if ever.

21. Expecting success without paying the full price which the laws of nature demand from all.

22. The best works of Ralph Waldo Emerson and Robert G. Ingersoll. These broaden the mind and place one in harmony with nature.

23. Much better reading, and of more importance, can be obtained from other sources.

24. No; human life needs a radical change every generation or two.

25. Be yourself. Guard your health by strict temperance in all things. Cultivate honesty, sincerity, and unselfishness, as these will bring you more friends, wealth, and happiness than anything else in the world.

Rev. William J. Tucker, D.D.

Hanover, N. H. President, Dartmouth College.

2. Yes.

3. Necessary in the absence of a dominating will.

4. No.

5. Yes, if he can adapt himself to the opportunities of a city.

6. Not unless he gives promise of unusual power.

7. Not if he is fitted to leave it.

11. Ability.

12. Yes.

13. Yes, a first-class boy intending to enter a first-class business.

14. Not as a rule; a technical school rather.

15. Yes.

16. Yes.

17. No.

21. Lack of invention or will power.

23. Yes.

24. Not if he can do better elsewhere.

Hon. John B. Moore

New York City. Formerly Assistant Secretary of State. Secretary and counsel to Peace Commission at Paris. Professor, International Law and Diplomacy, Columbia University. Author.

1. Performance of duty and persistent work.

2. Yes, as a general thing.

3. Not absolutely so.

4. Not unless the preference is manifestly unwise.

5. It depends upon his tastes and capacity.

6. Same as No. 5.

7. Same as No. 4.

8. Money often is made without it, if that is what is meant.

9. As a rule, yes.

10. One must be interested in his work to succeed, and if he is interested, he learns to like it.

11. One gains experience by the exercise of his abilities; he can't have experience first. He must have ability anyhow.

12. See answer to No. 11.

13. Yes.

14. If his situation enables him to do so without too great a sacrifice of time.

15. Yes, but some of our universities have excellent technical schools.

16. By all means.

17. If his opposition is due to indolence, yes.

18. A trade or a business.

19. Yes.

20. Yes, if the prospect is sufficiently promising.

21. Inattention.

23. Yes.

24. Yes.

25. To meet every duty, as it arises, instantly and courageously.

Milton Bradley

Springfield, Mass. President, The Milton Bradley Co. Originated the Bradley System of Color Instruction. Author.

1. Poverty and pluck.

2. Yes, other conditions being fairly favorable.

3. Not necessary, but a great factor in the final results.

4. No, unless his preferences are decidedly low, and even then actual compulsion will avail little.

5. Under such conditions the boy will be most likely to go without advice.

6. Would advise him to learn some trade or business in the home-town, by which he may earn a good living if other ambitions fail him.

7. No, unless his duty to the family is such as to render his aid necessary for a time.
8. That may depend on what one calls "success."
9. Yes, unless a stroke of luck hits him before he is aware of it.
10. Not necessarily so, but generally, yes.
11. Ability without experience better than experience without ability.
12. Yes, possibly, but not probably.
13. Yes, if his parents are able and willing, and the boy will study rather than cut his recitations.
14. Much better get all there is in a good technical school of the present time.
15. He ought to learn the mechanical trade and much more, if the school is up to the high standard which ought to prevail to-day.
16. Yes, to the college, and more.
17. No.
18. That must depend on many facts and circumstances. The ambition should be developed first, if possible.
19. Under such conditions I would not advise him. In time he will probably decide to do it without advice.
20. No; I would not take the risk of his failure.
21. Ambition, without knowledge and capital.
23. Yes.
24. If the business is profitable and conditions pleasant, yes.
25. Do your best every time and never say, "I can't."

John Henry Chapman

Chicago, Ill. President, Baptist Young People's Society.

1. If I have had any measure of success, it is due to patience, persistence, industry, and the blessing of God.
2. Not always; should have qualifications as well as preferences.
3. No, but very desirable.
4. No; a parent cannot absolutely decide. A wise son will consider parents' advice.
6. No, except in rare cases.
7. No.
8. Yes; true success. Possession of money is not unqualified success.
9. Yes. Again, YES.
10. Not necessarily.
11. Ability, for experience is lost without ability.
12. Success is experience.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Not wise, and really impossible.
18. Does not matter where he goes (average city hall job might fit).
19. Yes, in some cases.
20. Sometimes.
21. Recklessness.
22. Bible, best guide for business and all relations in life; John Halifax, Gentleman; John Stuart Mills' Political Economy; David Copperfield; Captains Courageous.
23. Yes.
24. Yes, when there is harmony.
25. Avoid sin, as you would fire, pestilence, and the sword. Seek righteousness and believe that true happiness and success are found only by those who walk in its paths. "Righteousness exalteth a nation," also individual. "The way of the transgressor is hard."

REMARKS. Be sure you're right, then go ahead. "Keeping everlastingly at it brings success."

William H. Baldwin, Jr.

New York City. President, Long Island R.R.

2. Yes.
3. Assuredly not, but the chosen work must be made preferred, and success will follow if sincerely interested.
4. Under no circumstances.
5. Depends entirely on the boy. Far better for him to learn scientific farming and follow it, unless specially adapted to city life.
6. Only the exceptional boy.
7. No, but he should have a chance to learn what real farming is, and not draw his conclusions from his father's methods.
8. Absolutely, in my understanding of the word "success."
9. It is the first principle, with rare exceptions.
10. One must feel that work is essential to happiness, and the chosen work

should be "loved" to bring out the best qualities.

11. Experience.

12. Sometimes, but generally success is temporary when dependent on ability.

13. Decidedly, yes.

14. To a technical school.

15. Yes.

16. Yes.

17. Never, but he should have every chance to know really what a college is.

18. Business.

19. This cannot be answered except at great length. It depends on the business. If a competitive business, yes.

20. Yes, if the business conditions are favorable.

21. Lack of persistency. Giving up at critical times. Lack of courage.

23. Yes.

24. Yes, if successful business and the boy is a "chip off the block."

25. If you have a preference for any particular life-work, undertake it. If you haven't, choose the one you think you would like best to do every day. Begin at the bottom, no matter what your education may be, and then stick to your work, thro' thick and thin. Remember that moments of discouragement are periods of test. Hang on, and pass those who hesitate and give up. Be honest. Above all, learn early to deal fairly with men.

John Shepard

Boston, Mass. Shepard, Norwell & Co., dry goods.

1. What little success I have had was due to industry and economy all the early years of my life, honesty and truthfulness always being the ruling spirit.

2. Yes.

3. Yes.

4. No.

5. Yes.

6. No.

7. No.

8. Yes.

9. Yes.

10. Not always.

11. Both are essential.

12. Yes.

13. No.

14. No.

15. Yes.

16. Yes.

17. No.

18. Trade.

19. Yes.

20. Yes.

21. Lack of industry and economy.

23. Yes.

24. Yes, if he likes the business.

25. Always be truthful and unselfish if you want to get the most happiness out of life.

Rev. A. Frederic Dunnels

Fitchburg, Mass. Pastor, Calvinistic Congregational Church.

2. Yes.

3. Generally.

4. Never.

5. Personal preferences count. If he enjoys the country and its life and can find reasonable opening, let him remain at home.

6. No.

7. No.

8. Yes.

9. Yes.

10. Yes.

11. Ability.

12. No.

13. If the broadest usefulness and enjoyment of life is desired, and the boy has a taste for study.

14. If he is ambitious to fill the highest positions in his trade.

15. Yes.

16. Yes.

17. No.

18. A trade or business.

22. The Bible. Beyond this there are too many equally good to select any small number as best. Much depends also on the boy's previous reading. Among most excellent books may be mentioned Seton-Thompson's Wild Animals I Have Known, Don Quixote (boy's edition), Carpenter's Geographical Readers, Peyle's Men of Iron.

23. Yes, its leading articles.

24. If a well-established one and in line with his taste.

25. Get all the education circumstances allow, that you may take up life's work with trained powers. Work hard, and believe that no material success can be compared with attainments of the ripest character.

W. F. Bradbury, A. M., LL.D.

Cambridge, Mass. Head-Master, Latin School. President, American Institute of Instruction. Secretary, Handel & Haydn Society. Author of 24 text-books.

1. Early poverty; no money to spend; hard work; ambition; honesty; a taste for mathematics; persistency. I had to earn my own way through college.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Not necessarily.
12. The experience comes.
13. Yes, if he can afford it.
14. Yes.
15. Yes.
16. Most assuredly.
17. Yes; I had a son whom I forced into college; after a year and a half he was glad that I did, and has never ceased to be thankful.
19. Yes.
21. Stupidity and lack of push.
22. The Bible, selections; Shakespeare; Dickens (any of them); Carlyle (any of them); Macaulay's England; Victor Hugo's Les Misérables.
23. Yes.
24. Yes.
25. Get wisdom; get understanding; put in solid work.

James F. Baldwin, M.D.

Columbus, Ohio. Formerly Surgeon and Chief of Staff, Grant Hospital. Author.

1. Chiefly to persistent effort and hard work. Of considerable importance, but secondary, a rather unusual degree of inherited mechanical skill.
2. Yes, as a rule, to which there are very few exceptions.
3. Yes, but there are some exceptions.
4. Most emphatically, no.
5. Yes.
6. No.
7. No, unless there is no other opening which seems suitable.
8. Yes.
9. Yes.
10. No, but to be successful will then require more effort.
11. Ability.
12. Yes, if there has been proper preliminary training.
13. Yes, if he can possibly afford it.
14. Yes, if he can afford it, but it is not so essential.
15. Yes.
16. Unquestionably.
17. No.
18. He should enter a trade. He would certainly fail in a profession, and probably in business.
19. Yes, unless competition, in these days of "trusts," would be apt to render such a course disastrous.
20. Not unless the circumstances and prospects were unusually favorable.
21. Lack of application.
23. Yes, but he should early acquire the habit of skipping.
24. Yes.
25. Choose your vocation cautiously, but when chosen pursue it persistently. Character is the true measure of success.

Remarks. The greatest obstacle which presents itself to the young man of to-day is the existence of the enormous combinations of capital known as "trusts." These combinations, by putting vast wealth into the hands of a few men, are directly productive of dissatisfaction and unrest among the masses, and foster a rankling sense of inequality and injustice which seriously threaten open revolt and anarchy. The result is such a temper of mind as that which pervaded the lower classes in France just prior to the Revolution of '93. More serious, however, than this is the fact that these trusts act as an almost impassable barrier to all individual effort, while they are utterly relentless in crushing out all opposition. Each employee is simply a single, and usually very unimportant factor, in a great machine, and, unless possessed of unusual talent or ability, has practically no opportunity for advancement, while he may constantly see those no better than himself, or perhaps his inferiors, accorded choice positions through mere favoritism. The trust stands to-day like a

Medusa in the way of individual progress, and the young men of the present should earnestly pray for some Perseus to bring relief.

Walter G. Berg

New York City. Chief Engineer, Lehigh Valley R.R.

1. Good education and hard work, as follows: Thorough college and university technical education. Early training in writing for publication, and hence facility in preparing reports on technical investigations and general railroad questions. Thorough training in mathematics, as I taught my way through college, hence ability to cope with mathematical problems, and also having served in developing and training the reasoning faculties. A general, broad, liberal education, including classics and foreign languages, in addition to considerable travel abroad and in this country. Contact with bright business men, lawyers, and railroad executive officers and managers. After entering professional practice, constant hard work and studying to keep up with the latest developments of professional and railroad work.

2. Yes, provided the preference does not indicate a passing whim.

3. Most desirable, but the absence of a preliminary preference may subsequently be replaced by love of the work which is much better than a preliminary preference.

4. A boy should not be forced into a calling if his preference and adaptability for some other calling is strong and his choice reasonable, even if not strictly in accord with parents' views.

5. Yes, if a bright boy with good education and plenty of energy and determination to hang on 'till he succeeds.

6. No, if his surroundings are congenial and the outlook fairly good. A happy home and true friends are a far greater factor to a happy life than money-getting in a great city.

7. No.

8. Yes.

9. Yes.

10. Yes.

11. This is a hard question to answer categorically. Experience creates knowledge, hence also ability of a certain degree. Unusual ability will show results promptly and give a shorter probation period while acquiring experience. In the start the man with experience and little ability will show up best. In the end the man with ability will forge ahead as he gains experience.

12. No.

13. A business college, yes. A regular college course to be followed by a business course of a high grade at some university, provided his parents can give him this class of education.

14. For a mechanical trade, no. For a mechanical profession, yes, and to be followed by a post-graduate technical training.

15. For a mechanical trade, go to a mechanical trade school. For a mechanical profession, go to a technical college.

16. Yes.

17. Yes and no; according to the sphere in life he properly belongs to.

18. This depends largely on the sphere in life he belongs to and whether his parents can give him the necessary education.

Questions 13 to 18 depend in each case largely on the personal element, the sphere of life, the environment, and the ability of parents to give the necessary education.

19. Yes, after mature deliberation and weighing all points well.

20. No.

21. Lack of sticking qualities and determination to do all work, whatever it may be, in the very best manner.

23. Yes, provided not sensational.

24. Never at first. Learn what strangers demand first and then he will appreciate the advantages of entering his father's business later. Go into a similar line of business with others first.

25. When starting in any career, or business, in an humble capacity, do the best you can, never mind how small or insignificant your work may seem. Thereby you will show your employer your merit, and when an opportunity occurs, you will be advanced. Further, do not watch the clock, but give your time unhesitatingly to your work, and do not begrudge your employer some over-time if you can thereby clean up your day's work.

Hon. Charles B. Farwell

Chicago, Ill. President, The John V. Farwell Co., wholesale dry goods. Ex-United States Senator.

2. Yes.
3. No.
4. No.
7. No.
8. Yes, and if a boy has it not, let him adopt it as a policy.
9. Yes.
10. No.
11. Ability.
12. Yes, because he will get experience as he grows older.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. Yes.
21. Want of judgment.
23. Yes.
24. Yes.

W. E. Baker

New York City. General Superintendent, Manhattan R.R.

1. Good health, good training, hard work.
2. Yes, if old enough to be sure of his preference and acquainted with several different trades or professions.
3. No.
4. By no means by force. If in the parent's judgment the boy is well adapted for a special calling, he should endeavor to persuade. Never wise to force.
5. Not unless he has a special reason or pronounced adaptability.
6. He will probably do as well to stay where he is unless there occurs some special opening.
7. No. He probably cannot be kept on farm if he is the kind that should leave.
8. Yes, but it must be accompanied by tact.
9. Absolutely.
10. No.
11. Experience without ability is not of itself always of much use.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade or business, not profession.
19. Yes.
20. Yes.
21. Want of steady application.
22. Robinson Crusoe; Robin Hood (Ryle); Ivanhoe; Masterman Ready; John Halifax, Gentleman; Wonder Book (Hawthorne).
23. I do not know of such a thing as a good daily paper.
25. Make it a point every day to talk to some one who knows more than you do.

Daniel Pratt Baldwin, LL.D.

Logansport, Ind. Lawyer. Capitalist. Author.

1. Dogged persistence. I am naturally a very dull man, but never give up when I undertake a thing.
2. By all means.
3. No.
4. No.
5. Yes and no; depends on the boy.
6. No.
8. Undoubtedly "strict integrity" is necessary for success in life. But this word "strict" gives a good deal of trouble, for we are constantly dealing with the dishonest and the tricky, and we are not compelled to cast pearls before swine, lest they turn and rend us, which they are sure to do. On the other hand, in dealing with rogues, we must avoid rogues' methods, and yet not let them take advantage of our honesty. And in a community where the standard of morals is low, it will not do to "wear your heart upon your sleeve." Perhaps a sufficient answer to this would be: "Be honest all the time, but be on your guard with the dishonest and never allow them to further their iniquity by your integrity."
9. Undoubtedly.
10. No.
11. About evenly divided, as ability will bring experience, but not of necessity will experience bring ability. I answer, ability.
12. Yes.
13. No.
14. No.

15. Yes, if he can without too great sacrifice.
16. No; let him graduate from the High School of his town or city, and then go into a doctor's or lawyer's shop at 18 years of age.
17. No.
18. Either a trade or a business, but not a profession.
19. Yes.
21. Too many irons in the fire. Eternal vigilance in one pursuit is the price of success.
22. The New Testament, Shakespeare, Emerson's Essays, Franklin's Poor Richard's Maxims, J. R. Greene's Short History of the English People, Bryce's American Commonwealth.
24. That depends on what his father's business is.
25. Courage, courtesy, contentment.

Rev. James L. Barton, D.D.

Boston, Mass. Foreign Secretary, American Board of Commissioners for Foreign Missions. Formerly President, Euphrates College, Harpoot, Turkey.

1. To a determination not to undertake anything that was not worth finishing; and then, not to abandon anything once begun until it was completed.
2. Certainly, if he is sure his preferences have good ground for their existence.
3. Not necessary, but desirable, otherwise life becomes a grind.
4. No.
7. No.
8. Absolutely, for genuine success.
9. Yes.
10. Not necessarily.
11. Ability, for it will command experience.
12. Yes, for inexperienced ability soon becomes experienced, even with small opportunity.
13. Yes.
14. Not ordinarily.
15. Yes.
16. I would.
17. No.
18. Trade.
19. Possibly, yes, dependent upon conditions not named.
20. Not unless it were a rare opportunity.
21. Lack of attention to business.
22. The Bible, Pilgrim's Progress, Robinson Crusoe, Life of Abraham Lincoln, History of the United States, a good book of foreign travel.
23. Yes.
24. Yes.
25. Never attempt to deceive anybody, much less yourselves. Always do your best and keep at it. Guard your character as you guard your life.

Oliver W. Barnes

New York City. Civil Engineer. Chief Engineer and President, New York Connecting R.R.

1. First, ambition to rise as high as possible in whatever business I might undertake. Second, the early choice of my profession after I had an insight into elementary mathematics, and realized that the business of a civil engineer was founded upon mathematical science. This seemed to me to be the highest kind of mental and physical labor. I therefore chose it.
2. Yes.
3. Yes.
4. I think it very unwise to force a boy into a business as a life-time employment unless he has a preference for it.
5. Not unless he has some qualifications for business.
6. No, it is always better for a man to achieve success in his native town.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes; some of our most successful mechanics owe their success to a few months, or years, in a technical school.
16. Yes.
17. No.
18. Yes; a trade or a commercial business, because the ambition to succeed or make money will probably come afterwards, but not a profession.
19. Yes.
20. No, because he can generally make himself so valuable to his em-

ployer that he will be taken into partnership without capital.

21. Want of business ability.

22. Life of Benjamin Franklin, Life of George Washington, History of England, History of America and United States, any good farmer's book or work on agriculture, Life of George Stevenson.

23. Yes.

24. Yes.

25. Look around you, and see what is going on. If you see anything you think you could do better than anything else, take hold and do it. Don't refuse the work because it is not at first as well paid for as you would like, but get a foothold, and compensation will soon come.

Frederick Booth-Tucker

New York City. Commander, Salvation Army in the United States. Author.

1. Seeking first the kingdom of God and his righteousness. Endeavoring to obey God the first time He tells me to do anything. Acting on principle, independently of feelings. Making it a life motto that "The joy of joys is the joy that joys in the joy of others." Praying with my watch, pen, and notebook; my watch to see that I give God sufficient time; my pen and notebook to stimulate my faith, expect an answer, and make a note of any instructions God might desire to give me.

2. No; let the boy have the guidance of the experience, wisdom, and consecration of the most ripened judgment available.

3. Preference may be based on mere fancy. Then it would be dangerous to follow. Preference based on conscientious conviction and guided by deliberate consecration to the service of God and humanity is very desirable.

4. As a rule, the boy will lack the experience and judgment necessary for making a suitable choice. Very often even the best of parents themselves lack the necessary information, and need to avail themselves of the ripened experience of some abler mind.

5. This depends (*a*) on the character and gifts of the boy, (*b*) on the nature of the soil; in four cases out of five I should advise his staying, but possibly finding a better location. In case of going to the city it should always be under suitable protection from vicious influences.

6. In my opinion every boy should sufficiently familiarize himself with farming to be able to dig a living for himself and family in nature's way, if other plans should fail. Every city boy should learn the rudiments of farming.

7. Every effort should be made to keep him on the land by making the life more attractive and showing him how he can get a better living from it.

8. Absolutely. Dishonesty is like a boomerang. It reacts upon a man's own character and destroys his self-respect. He despises himself, and when others find him out, they despise him, too. It undermines his credit and ruins his soul.

9. Most decidedly. The definition of genius as a capacity for hard work is not far wide of the mark. The difference between success and failure often depends on a man's use of his spare time.

10. Love the object, not necessarily the means of attaining it. A man who loves God and souls will often force himself to the most disagreeable tasks in prosecution of his object.

11. Success is a relative term. Certain kinds and degrees of it can only be achieved by means of both ability and experience. Ability lends wings; experience supplies feet. No amount of experience will make up for lack of ability on some lines.

12. Very frequently. The tendency of experience in some cases is to overcaution. Again, in treading new paths past experience has often nothing to say.

13. There are colleges and colleges. The more knowledge he can get the better, provided, (*a*) that his spiritual and moral interests are safeguarded; (*b*) that he is trained to the service of God and humanity; and (*c*) that he learns the science of "bread and butter-ology."

14. The particular trade he may be learning may undergo such revolutions that it is always well for him to have an extra string or two to his bow.

15. Under suitable protection from evil influences.

16. With previous qualifications.

17. Not as a rule, if his home is what it should be.

18. Teach him to get a living for himself and family out of the land. Make him realize that it is no sin to be stupid, or to be only "ordinary." All cannot be clever, but all may be good.

19. In farming, yes; he can at least get a comfortable living. In business, no; keen competition and great aggregations of capital will make it difficult to succeed.

20. Not unless his ability is much above the average, or the circumstances are specially favorable, as when the capital belongs to some large and friendly concern which will stand by him.

21. Selfishness, the worship of self in one form or another rather than the worship of God and service of humanity.

22. The Bible, General Booth's Darkest England, the Life of Charles G. Finney, the Life of John Wesley, Every Day Religion of General Booth, Revival Lectures of Finney.

23. Not more than one, and that not habitually. As a rule some good weekly religious paper, like the *Christian Herald* or *Independent*, will sufficiently supply him with the world's news.

24. An excellent plan in many, if not most, businesses, as it enables the boy to become an expert. Amongst the Hindoos every boy belongs to the "caste" or trade of his father, and is compelled to learn his business.

25. Boys: Don't go through life without a purpose. Let God's purpose for you be your own purpose for yourself. Don't neglect your soul. Save it. Then save as many others as you can. Don't make man your model, self your goal. Make Christ your model, God your goal. Go win each day some wayward soul.

REMARKS. Review life from the standpoint of your deathbed. Live so that you may die, regretted, but without regrets. With a view to this you will find, I believe, the following simple rules helpful: (*a*) Live each year as though it were going to be your last on earth. Let it be your best. Crowd into it all the good you can. (*b*) You are made up of three parts: soul, mind, body. The soul is the master, the mind the servant, the body the house in which they live. You cannot neglect one without injuring the other. (*c*) The food of the soul is God, prayer is its meal-time, the Bible its medicine chest. (*d*) Knowledge is the food of the mind. Acquire all the useful information you can, that is, whatever will help you in the service of God and humanity. But beware of poisoning your mind with the foolish and unpractical notions contained in fiction. Don't try and be the ditto of somebody else, dead or living. Be Yourself. (*e*) Learn the science of bread and butterology; how to get a modest competence for yourself and family. Familiarize yourself with God's plan for man — the land — so that if all else fails you can fall back upon it. (*f*) Don't aim at being a millionaire. An old writer says, "Riches are either wrongly gotten, wrongly kept, or wrongly spent." St. Bernard says, "Why aim at riches, when it would be your duty, as you valued your soul, to distribute every cent for the good of others which you did not require for your absolute needs." (*g*) Make up your mind that you cannot really succeed without God. Take your religion into your business, your home, your library, your correspondence, your conversation. Be a man of God.

Wm. DeWitt Hyde, D.D., LL.D.

Brunswick, Maine. President, Bowdoin College.

2. Yes.
3. Yes.
4. No.
5. Yes, if he feels discontented.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Experience.
12. No.
13. Yes.
14. Not every boy.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No.
23. Yes.
24. If the father respects the boy's individuality, yes; if not, no.

Charles R. Dudley

Denver, Colo. Librarian, Denver Public Library. Regent, Colorado State University. Secretary, State Historical Society.

1. Continuity of purpose.
2. Not always. His view may change.
3. No.
4. It depends largely on the parents' insight into the boy's character.
5. Why not try a small city or a big town?
6. No.
7. Yes; until something better turns up.
8. No; this is merely from observation, of course.
9. In most cases. There are geniuses who simply plan for others. Then again there is luck.
10. No.
11. Ability.
12. Yes, if ability is great.
13. Yes, if he can afford the expense.
14. Not in the classical department.
15. If he can afford the expense.
16. Yes.
17. In many cases.
18. A trade.
19. Yes.
20. No.
21. Ignorance of the relations that should exist between income and outgo.
23. Yes, and also, a weekly.
24. Yes.

Hon. Theodore Brantly

Helena, Montana. Chief Justice, Supreme Court of the State of Montana.

1. Hard work.
2. Yes.
3. Not necessarily so.
4. No.
5. No. I would advise him to stay in the country.
6. No.
7. If he can be persuaded to remain.
8. Yes.
9. Yes.
10. Not necessarily so. I have never loved any kind of work.
11. There must be some ability. Then experience is the great teacher.
12. One having ability can acquire experience and hence success.
13. Yes.
14. Yes.
15. Yes, after he has acquired a good academic education.
16. Yes.
17. No.
18. I think such a boy should serve under a master.
20. Depends upon circumstances; in many cases, yes.
21. Dishonesty and inattention to business.
23. Yes.
24. Depends upon circumstances. Boy should generally follow his bent.
25. Be honest and industrious in business. Be clean in private life. Observe the Golden Rule.

Henry M. Utley, A. M.

Detroit, Mich. Librarian, Detroit Public Library. Formerly president, American Library Association.

1. Earnest attention to the business in hand, and thoroughness in every detail.
2. Yes.
3. No.
4. No.
5. Yes, if he has in him the making of a man.
6. Probably not.
7. Depends upon what kind of a boy he is. If cut out for a farmer, let him stay on the farm; otherwise not.
8. Not for temporary success, but it certainly pays in the long run.
9. Yes, to the highest success.
10. Yes, for the highest success.
11. Ability.
12. It is inconceivable that success can be achieved without experience. Ability is the main thing.
13. If he has the means and disposition a little college training will be very useful.
14. Same answer as to No. 13.
15. Surely, if he can do so.
16. By all means.
17. No.
18. Depends on the boy. If he is very ordinary, the lowest grade of occupation would seem naturally best suited to him.
19. This question is intensely com-

plicated, nowadays, by the strong tendency to combinations in nearly all lines of business.

20. Very doubtful.

21. Lack of ability.

23. Yes.

24. Yes, if he has taste and aptitude for it.

25. Choose your work prayerfully, if you are able to control circumstances, and then give to it the best there is in you.

E. S. Willcox

Peoria, Ill. Librarian, Peoria Public Library.

1. (*a*) To an honest, industrious, intelligent ancestry on both sides. (*b*) To my early life as a farmer's son. (*c*) To an ambition to enter a wider field of activity. (*d*) To a good college education. (*e*) To hard work. (*f*) To good habits, no vices. (*g*) To a good wife.

2. What can a boy know beforehand as to which of them all he would wish later in life he had chosen? Let him investigate well, then decide boldly.

3. No. We soon learn they are all hard, full of unknown difficulties. Sterling qualities in the boy will win success in the most of them.

4. No.

6. Hardly, but that also depends on tastes and fitness and previous education.

7. I thought not in my case, and my father sent me to college.

8. Of course; absolutely.

9. One of the important elements in winning success.

10. Fairly well, as well as any kind of work.

11. Both necessary, a double team.

12. Not likely.

13. I should advise my sons to go to college no matter what.

14. No.

15. Yes.

16. Yes.

17. No, but should try to influence his will a little. It could be done in many cases.

18. I should advise him to enlist in the United States Army or under some good leader, or guide, among men.

19. Depends. Not before thirty.

20. He might succeed one time in a thousand and break down physically.

21. Lack of experience. We shall all do better, or the most of us, if they will give us another 70 years.

23. Yes, if there is one.

24. Let father and son arrange that.

25. Be good and do good. "Whate'er that man was sot to do, he done his level best."

George H. Barbour

Detroit, Mich. Vice-president and general manager, Michigan Stove Co. Director, People's Savings Bank, Dime Savings Bank, Michigan Trust Co., Michigan Fire and Marine Insurance Co., Buck Stove and Range Co., of St. Louis; and Detroit Chamber of Commerce.

1. Close attention to business, associating myself with desirable partners, making acquaintance with the best of business men, and endeavoring to leave a good impression with every one I became acquainted with.

2. Yes.

3. Not always necessary, but I think his preference should be supported if possible.

4. In my opinion no greater mistake can be made than to force a boy against his will, provided he selects a calling that is honorable.

5. No, unless some relative or friend can take him and watch over him.

6. My answer to this would depend entirely on the boy; some boys can stand a city life and some can be quickly ruined.

7. No; he should be encouraged to follow, and assisted in every way, to take up the lines he approves of.

8. Yes, in every case.

9. No one can succeed and go to the front without close application to the work he is engaged in.

10. One will succeed better if he is in love with his work, but I believe one can be somewhat successful on other lines.

11. Both are necessary to success; ability is a good thing, but one must have some experience.

12. This question should answer itself. Ability is a requisite, but with experience it would accomplish much more.

13. If he has had a good business education I do not consider a college education necessary to enter business, but one cannot receive too much education.

14. If possible, yes; a school of mechanical training is certainly very desirable.

15. Yes, if he wants to place himself in a position that he can class as A1.

16. By all means.

17. No. I cannot see anything to be gained unless the boy is interested.

18. Either a trade, or some light business, if very ordinary.

19. Yes, if conditions favored; that is, if there was a fair prospect of success.

20. No, unless the prospects were some guarantee of success.

21. Bad management; lack of attention to business; and, perhaps, extravagant methods.

23. Yes, provided the selection was good; would exclude yellow journals; select papers that could go into the family.

24. No objections, provided the business is well established and future prospects looked favorable.

25. First, be upright and honest. Second, keep in good company; allow nothing to be said against your character. Third, rather associate yourself with a first-class business institution, at a low salary, at the start, than to accept a high salary with a firm whose reputation for business dealings was not up to the standard.

John Cotton Dana

Newark, N. J. Librarian, Free Public Library. Ex-president, American Library Association.

1. External factors: home and parents, education. Personal factors: health, brains, personal appearance, friends.

2. Yes.

3. Not a pronounced preference shown very early in life, and not always quite necessary.

4. No.

5. Yes, in most cases, though not necessarily in a great city.

6. Not the average boy; the unusually smart boy, yes.

7. No.

8. Not pulpit taught "honesty," but the honesty of the "custom of the business."

9. Yes; not necessarily, if you mean money success.

10. Yes.

11. Ability.

12. Not often.

13. If he likes letters pretty well, yes.

14. Not usually.

15. If fairly clever, yes.

16. Yes.

17. No.

18. Trade.

19. Yes.

20. Depends; quite often, yes.

21. Lack of native ability.

22. After the Bible six good books are Arabian Nights, Fiske's Civil Government, Froude's Life of Cæsar, Emerson's Essays, Hugo's Les Misérables, first and second series of Besant's "Ready-Money" Mortiboy.

23. Yes.

24. Yes.

25. Keep your eyes open. Get interested in many things. Do the same wrong thing only once. Admit your limitations. Work your special ability for all it is worth.

Arthur H. Tomlinson

Swathmore, Pa. Principal, Swathmore Preparatory School.

1. Early parental training in honesty, persistence, and faith; and a good wife.

2. Yes.

3. No.

4. No. Sometimes, however, a boy's preference is due to a one-sided view of things. The parent should be able to convert him.

5. Yes, or to a small one.

6. No.

7. Likes are to a considerable extent cultivated. Effort should be made to develop a liking; failing in this he should be allowed to go, if there is evidence he will go wisely.

8. Yes; to any real or lasting success.

9. Yes; to any real or lasting success.

10. Not necessarily at first, but he must grow to love it. One may, if

necessary, grow to love work that, at first, was disliked.
11. Experience.
12. No.
16. Yes.
17. No.
18. Advise him to cultivate some ambition. Trade.
19. Yes; without the capital, no.
20. Not entirely borrowed. He should have half the capital usually.
21. In business, lack of honesty, and lack of proper capital.
23. If he will read discriminately.
24. Circumstances and the kind of boy must largely determine this.

Frank B. Tobey

Chicago, Ill. Furniture manufacturer.

1. If I can be called a successful merchant, I should attribute it largely to the lessons of economy and industry learned on a somewhat sterile Massachusetts farm.
2. I would.
3. Generally, but not always.
4. I do not.
5. If he shows a good average capacity for business, yes.
6. Yes, if he shows an unusual capacity for business.
7. If he dislikes farming because he dislikes work, then he might as well be kept on the farm. Otherwise he should not be.
8. I have known dishonest men to get rich, but one of the best foundations for a successful business career is strict honesty. One should be honest, however, anyway.
9. Most decidedly.
10. I have known men to make a great success in a business that they did not like, but it is better that they should love their work.
11. Ability, because with that one knows how to utilize experience.
12. Yes, for the reason given above.
13. Not necessarily.
14. I would send him to some technical school.
15. Yes.
16. Yes.
17. That would depend on the reasons he gave for not entering college.
18. Would advise him to enter a trade.
19. Yes.
20. With a fair salary and good prospects for a satisfactory promotion, I would not.
21. Personal extravagance, and I might add, lack of ability, speculation, and being too ready to incur indebtedness.
23. Most decidedly.

Hon. Joseph V. Quarles

Milwaukee, Wis. United States Senator from Wisconsin. Lawyer.

1. Adaptation to my profession, backed by unflinching industry.
2. Certainly.
3. Yes.
4. No.
6. Everything depends on the boy, his natural gifts, tendencies, temperament, and local situation.
7. Not if he has ability in any other line.
8. Absolutely.
9. Most certainly.
10. Yes.
11. They are both factors in the problem. I cannot separate them.
12. It must be so, or no young man could ever succeed.
13. Yes, if possible.
14. Yes.
15. Yes.
16. Certainly.
17. No.
18. Either a trade or a business best adapted to his taste. Certainly not any profession.
21. Lack of application.
23. Yes.
24. Ordinarily, yes.
25. If you would succeed, work!

Rev. Joseph B. Clark, D.D.

New York City. Secretary, Congregational Home Missionary Society.

1. I have thought little of success. Never have sought it with any distinct effort. Have loved work for its own sake, and found the chief pleasure of life in making something come to pass. I have worked hard, but cannot call that a virtue, since nothing is more welcome than work, and no con-

dition more wretched than having nothing to do.

2. Yes; other things being equal, success lies along the line of least resistance.

3. Yes, but a moderate preference may be cultivated.

4. Nature is a better guide than such a parent.

5. He must follow the people; the fisherman must follow the fish.

6. I would advise him to begin in the town and run over into the city if he can.

7. No.

8. Absolutely, for real success.

9. Nothing more so.

10. Absolutely.

11. Experience with industry will win.

12. Not the most solid.

13. Yes.

14. Yes.

15. To both college and technical school if possible.

16. Yes.

17. I would urge him to try it. A boy knows nothing of college but by trial.

18. He must learn to do something, or he is a burden.

19. Yes, he ought to advance.

20. Doubtful; debt is hell.

21. The square man in the round hole.

23. Yes.

24. Not unless he has a preference for it as a business.

25. "Slow and sure and steady" are the winning cards in the game of life. The "Joker" is good, if you have it; but genius, the Joker, is a rare bird, and an uncertain reliance.

Healy Cady Akeley

Minneapolis, Minn. President, H. C. Akeley Lumber Co., Itasca Lumber Co., Flour City National Bank, Metropolitan Trust Co. Lawyer.

1. Tenacity of purpose.

2. Yes.

3. No.

4. No.

5. If he has ambition and capacity, yes.

6. No.

7. No.

8. Yes.

9. Yes.

10. To get the best results, yes.

11. Ability.

12. Yes.

13. No.

14. No.

15. Yes.

16. Yes.

17. No.

18. A trade.

19. Yes.

20. Yes.

21. Thinking borrowed capital is thine own, and spending it.

22. The Bible, Shakespeare.

23. Yes.

24. No.

25. Start at something, and stick to it.

O. L. Whitelaw

St. Louis, Mo. Whitelaw Bros., Importers. President, National Transportation Association.

1. A good parentage; a physical stamina, developed by living my first 18 years on a Vermont farm; an honest endeavor to fill each position to the best of my ability; taking proper advantage of all opportunities.

2. Yes, provided all the circumstances seem to justify it.

3. No, one may be mistaken as to his adaptability.

4. Would consider it very unwise on the part of parent, provided the calling was honorable and legitimate.

5. Yes; think right kind of boy is most sure to do this as his only chance.

6. Good, honest, intelligent boys are in demand. Think chances equally good wherever there are openings.

7. No, unless he were permitted to attend some good agricultural college, where a taste for, and the importance of, his calling might change his views.

8. Absolutely; often the only capital the young man possesses.

9. Sure; the boy who is trying to see how little he can do and earn his salary cannot succeed.

10. One must be willing and love to work.

11. Hard to say. Both combined make success.

12. Yes; ability and perseverance bring success.

13. College education is a luxury. If boy's parents can give him an education, and sustain him, 'till established in business, yes.

14. No; present manual training and technical schools better, unless he can secure same aid as in No. 13.

15. Yes, if possible.

16. Most assuredly.

17. No; it might prevent his distinguishing himself in some congenial calling.

18. Such a boy would be safer to master some trade.

19. Yes, providing the business was of such a nature that hard work and application would bring returns.

20. Usually unsafe. Depends upon three things, the young man, the opening, and the money-lender.

21. Inability, which means inexperience, shiftlessness, and lack of self-reliance.

23. Yes, and good weekly papers as well.

24. Yes, if his inclinations are strong in same direction, but enter it on exactly same basis as any other employé.

25. Be strong, true, and faithful; strive to develop the best in you. Avoid all evil tendencies. Your best capital is character. Never in the history of the world was there such need for upright, conscientious young manhood as in the beginning of the Twentieth Century; never a time of greater opportunity, nor when one can make his life count for so much.

Palmer C. Ricketts

President, Rensselaer Polytechnic Institute, Troy, N. Y.

1. Work.
2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. No.
15. Trade school.
16. Yes.
17. No.
18. Business.
19. Yes.
20. Yes.
21. Laziness.
22. Two, the Bible and Shakespeare, suggest themselves; it is difficult to confine one's self to a choice of four from the remainder.
23. Yes.
24. No.
25. Work hard and be honest.

Hon. Ralph P. Quarles

Boise City, Idaho. Chief Justice, Supreme Court of Idaho.

1. Industry, sobriety, and strict application to business.
2. Yes.
3. No. I speak from experience. I did not follow the bent of my own inclination in this respect.
4. No. Such action is liable to exercise a harmful influence over the boy's after life.
5. Sometimes I would, but usually I would not.
6. It would depend altogether on his environment, habits of life, education, particular line of business, etc.
7. No.
8. Yes.
9. Yes.
10. Usually, yes.
11. Ability.
12. Abstractly, no. Success is only accomplished by effort or experiment. Limited experience coupled with ability is more likely to bring success than much experience.
13. No; an academic education is preferable, as it tends to the practical.
14. No, but I would advise a good liberal education.
15. No.
16. Yes.
17. No.
18. First, a trade; second, business.
19. Yes.
20. Usually, I would not.
21. Lack of ability supplemented by carelessness.
22. The Bible, Pilgrim's Progress, Shakespeare, Gibbon's History of Roman Empire, Macaulay's History of England, Ridpath's History of the United States.

23. Yes.
24. Yes, if he likes it; otherwise, no.
25. Be honest, truthful, industrious, kind and courteous to others. Let other people's business alone, but attend to yours with promptness and fidelity.

REMARKS. Boys: Entering upon the threshold of manhood, success is open to you, but your success depends upon your own efforts. You should first learn the lesson of self-reliance. Learn and practice economy. Have sufficient courage at all times to do that which you know to be your duty. Never shrink from an unpleasant duty. Respect yourself and others will respect you. Never go where you would object to find your mother or sister or sweetheart. Kind words spoken at the right time are jewels that enrich the giver and the donee. Whenever a kindly sympathy is felt by you, do not "button it up in your heart," but give it expression. Little acts of kindness, delicate expressions of sympathy with the afflictions of others, make the world brighter and make your own life sweeter and happier. Be kind; be sympathetic; be just to all. Remember that a clear conscience is more desirable than riches; that the consciousness of having done unto others as you would have them do to you, is the greatest reward that any one can attain. It is the small things that worry; it is the little things which, when properly attended to, bring success, and which, when neglected, cause failure. Every day of our lives we are forging fetters which bind us to success or to slavery. Habits are easily formed. If painstaking, they are carrying us forward to success; if careless, they are dragging us down to defeat. Habits are easily formed, but not easily thrown off. Form your habits along correct lines. Always have due regard for the rights and feelings of others. You admire the intellectual; cultivate your intellect. You admire virtue; be virtuous. You admire patriotism; be patriotic. You admire sobriety; be sober. You admire politeness and courtesy; be polite and courteous. Practice what you preach. No difference how humble your station in life may be, you, and you alone, can make it successful. You may not know it, but the probability is that you are the ideal of some boy younger than yourself, who is watching your footsteps and following them. Be careful where your steps lead. You are in more respects than one your brother's keeper. This fact brings responsibilities that cannot be shunned. It is in your power to make the world better and brighter. Teach, not only by precept, but by example. Be honest, sober, industrious, attentive to your own business, kind to others, and success is yours. Be brave; it often requires great courage to perform a simple duty. It is easy for you to succeed. Will you not do so?

C. A. Coffin

Boston, Mass. C. A. Coffin & Co., shoe manufacturers.

1. Industry and a reputation for fairness.
2. Yes.
3. Not necessary, but very desirable.
4. No.
5. He should go where opportunity lies.
6. He should start where he can.
7. No.
8. Yes.
9. Yes.
10. He should do so.
11. One is necessary; both desirable.
12. Certainly; experience always comes; nobody starts with it.
13. He should decide, largely.
14. No.
15. Yes, if he can afford it.
16. Yes.
17. No.
18. Either a trade or profession.
19. Yes, but young men are generally without experience.
20. Certainly.
21. Trying to do things beyond their ability and experience, and generally poor judgment.
22. The best histories and biographies; the best fiction and the best poets; six, or more.
23. Certainly.
24. No rule can be laid down for this; if room for him, yes.
25. Be honest, temperate, industrious, modest, and in all things impartial, and to all men fair. Avoid speculation.

Francis Blake

Weston, Mass. Inventor, Blake Telephone Transmitter.

1. Coincidence of opportunity and ability to do useful work.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes, in general, in spite of Jay Goulds, Boss Tweeds, and Crokers.
9. Yes.
10. In general, yes.
11. It seems to me that experience is necessary to the demonstration of ability.
12. No; for the reason stated in answer to No. 11.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Not until he is convinced that his salaried position will not lead to a partnership with his employer.
21. Neglect to treat the most humble employment as an opportunity to prove one's fitness for more important work.
23. Yes.
24. Not until he has had preliminary experience under one who would be likely to be an impartial master.
25. I have known many young men of ambition and ability — graduates of colleges or technical schools — who were discouraged at the beginning of their professional or business careers by a notion that the duties assigned to them were such as should have been assigned to persons of much less education and ability than they themselves possessed. My advice in such cases has been, invariably, "Exert yourself to the utmost of your abilities in the performance of the most humble duties assigned to you, to the end that you may win the favorable notice of those above you, upon whose kind offices your future advancement must depend;" and I recall several instances in which the acceptance of this advice has led to brilliant success. Strive to maintain a strong mind in a strong body; and let your whole personality be exerted to its utmost ability in the faithful and scrupulously honest discharge of whatever duties you may, for the time being, be called upon to perform.

Remarks. In connection with Question 6, I cite a remark made to me by the proprietor of one of the largest and most successful shops in Boston, to the effect that if he desired to give his son the best preparation for business life, he would place him for a time in an old-fashioned "country store," where an opportunity is afforded to gain a knowledge of business in an "all-around" way; whereas, in the modern department store of a big city, the division of labor and duties is so much developed, that a young man employed therein has no more opportunity to acquire a general business training than the worker at a bench in the watch factory has to acquire the art of making a watch.

Hon. Charles N. Herreid

Eureka, So. Dak. Governor of South Dakota.

1. A strong, vigorous constitution and good health; the right kind of newspapers and books to read while a boy; the belief while a boy of 10 or 12 years of age that if I could only obtain a college education, and get out into the wide world, I would get away from the terrible drudgery and grinding, never-ending hard work of frontier farm life; a healthy, moral atmosphere, and the influence of pious parents.
2. Yes.
3. No.
5. Depends on what kind of a boy it is.
6. No.
7. Yes, unless he can clearly hope to do better.
8. A thousand times, yes.
9. Yes.
10. Not necessarily.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.

16. Yes.
17. Yes.
18. A trade or business.
19. Yes.
20. Depends on circumstances.
21. Lack of good judgment.
22. The Bible, Pilgrim's Progress, Stories of Great Americans for Little Americans (Eggleston), Black Beauty, Robinson Crusoe, What a Young Boy Ought to Know (Stall).
23. Yes.
24. Yes, but so much depends on circumstances of each case.
25. Strenuously observe the laws of nature and God.

Colonel Theodore A. Bingham

U. S. Army, Washington, D. C. Military Aide to the President of the United States.

1. Faithful performance of duty, step by step and day by day as it comes. "Be thou faithful in small things and I will make thee ruler over many," (or words to that effect).
2. Yes, if possible.
3. No, but desirable.
4. No.
5. Yes.
6. No, not at first; succeed far enough to have connections in a large city, then the future will open up.
7. No.
8. Yes; sharpers may succeed apparently better, but in the end overreach themselves; sturdy honesty will succeed permanently now as ever.
9. Absolutely. Most so-called genius is simply capacity for work.
10. Not necessarily; dogged application will succeed.
11. Ability.
12. Ability gains the necessary experience while accomplishing success.
13. If it be possible; all knowledge comes in play, but the college course can be adapted to the future needs in business.
14. Not for the usual academic course, yet Latin and modern languages are invaluable in any life; Latin for chemistry; other languages for trade.
15. Yes.
16. Yes, so as to be thorough. A self-made man (all credit to him) is yet often ill made.
17. No.
18. A trade.
19. Probably, but dangerous to advise on this line.
20. No.
21. Over-estimation of one's own abilities.
22. The Bible, Charles Kingsley's novels.
23. Yes.
24. Yes.
25. Be truthful, loyal to friends, helpful to others; never put off 'till to-morrow what may be done to-day; no matter what your income save something; go to church once on Sunday.

Elisha Rhodes Brown

President, Strafford Savings Bank, Dover, N. H.

1. Faith in God, faith in myself, and hard work.
2. Yes.
3. Perhaps not necessary, but desirable.
4. No.
5. Yes.
6. No.
7. No.
8. Absolutely so.
9. I certainly do.
10. He at least would be much more likely to be successful.
11. Ability.
12. Doubtful; ability is a gift, and is strengthened and enlarged by experience.
13. Yes, if possible.
14. If time and means permit, yes.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. Might; it would depend upon the circumstances.
21. Incompetence.
23. Yes.
24. Yes.
25. Be clean in your thoughts, words, and habits, and charitable in your judgments of others; put your best efforts into all your work, and do not fear that it will not be appreciated; let your word once pledged be kept at any sacrifice, and keep your integrity above suspicion. Send for a

copy of "A Message to Garcia," and read it often.

Arthur M. Waitt

New York City. Superintendent, Motive Power and Rolling Stock, New York Central & Hudson River R.R.

1. A Godly, praying mother and father, poor, but ambitious and self-sacrificing for their son. An education purchased by parent's sacrifice. A determination to be at the top of any line of work undertaken, and not to attempt things for which, in my opinion, I was not fitted. Never governing my actions toward my employer by my own convenience or comfort. Hard work and keeping at it. Letting others know that I am in the world by writing and speaking.

2. Yes.

3. No.

4. No.

5. It depends upon the make-up of the boy. Some will make a failure anywhere.

6. No general rule can be laid down. For some types the city would do more for them, others better remain at home.

7. Not if he can get an opportunity to do something for which he is better adapted.

8. Yes, absolutely.

9. Yes.

10. He can make a greater success from all points of view if he loves his work.

11. Ability.

12. Ability will bring experience; experience comes with years.

13. If possible. It is not essential to success.

14. If possible. It is not essential.

15. If possible. He can by doing so accomplish more in shorter time.

16. Yes.

17. Sometimes. An immature judgment is not a safe guide in such matters.

18. Either a trade or business; preferably a trade.

19. No general rule can be followed. It depends on the make-up of the young man.

20. Same answer as 19.

21. Lack of the proper make-up to make success. It may be lack of push, tact, ability, perseverance, or other essential qualities.

22. The Bible. Pilgrim's Progress (Bunyan). Robinson Crusoe (Defoe). Two Years before the Mast (Dana). Tales from Shakespeare (Lamb). Biographies of great men.

23. Yes.

24. Not safe to lay down a general rule. It must depend upon the boy.

25. When you start in business, absorb all you can that others know, but let no one find out what you don't know. Always practice the Golden Rule. Put yourself in the other fellow's place before rendering a judgment. Pay as you go; if you can't pay, as a rule don't go.

John Schroers

St. Louis, Mo. President, St. Louis School Board and Manager *The Westliche-Post.*

1. Judgment, enterprise, and energy.

2. That depends on the boy and on the nature of the profession. See "Remarks."

3. It is an advantage.

4. That depends on the profession for which he has a preference, and the boy's character.

6. No.

7. Depends on the character of the boy. See "Remarks."

8. Yes. In the long run, there is no more indispensable qualification.

9. Yes.

10. Yes; so far as the highest success is concerned.

11. Ability.

12. Everybody must take a first step. He is bound to take it, if it is the first step, without previous experience. He may, nevertheless, be able to make a complete success of even the first step.

13. College education is a very good training for the boy who intends to enter business.

14. Again, that depends on the boy. There are some boys on whom a college education would be wasted.

15. That depends on the boy and depends on the trade. If he is to be a shoemaker, for instance, I do not know that any technical school would benefit him much.

16. Yes.
17. No.
18. A trade.
19. Yes.
20. That depends entirely on the conditions. See "Remarks."
21. Lack of application and foresight, and lack of thrift.
22. That depends on the boy, on his schooling and his position in life.
23. Yes.
24. Depends on the boy. See "Remarks."
25. Be industrious, frugal, and honest.

REMARKS. Many of the questions submitted in the paper could be answered, to apply to any particular boy whose circumstances, schooling, and qualifications are known, but cannot be answered profitably in the abstract.

Hon. Richard F. Pettigrew

Sioux Falls, So. Dak. Ex-United States Senator.

1. Confidence in my fellow-men and hard work.
2. Yes.
3. No.
4. Boys very seldom have a definite preference; they should be studied, and their best elements cultivated.
5. No.
6. No.
7. Yes.
8. No.
9. Yes.
10. No.
11. Ability; it depends upon what success is.
13. No.
14. No.
15. Yes.
16. No.
17. No.
18. I don't know.
19. Yes.
21. Want of training and bad habits, and discrimination in favor of favored competitors.
22. Read biographies of the best men in our nation and the world.
23. Yes.
24. Yes.
25. Never use alcohol. Be industrious; be thorough; master the details of your calling.

Alexander H. Revell

Chicago, Ill. President, Alexander H. Revell & Co. Member of Executive Committee, World's Columbian Exposition. Ex-President, Union League and Marquette Clubs. Philanthropist.

1. (*a*) A strong desire to succeed; (*b*) close application to business; (*c*) a thorough knowledge of that business; (*d*) always doing what I agree to do.
2. Yes.
3. Not necessary.
4. No.
5. It depends on the boy; if smart and bright, yes.
6. No; but again it all depends on the boy.
7. No.
8. Yes.
9. Yes, until success is achieved.
10. Not necessarily.
11. Ability.
12. Yes.
13. Were I in some manner compelled to answer this question by yes or no, my answer would be no; but generally speaking I would advise each boy to get all the education he can.
14. Same as above.
15. Yes, if he can go.
16. Yes, by all means.
17. Some boys, yes; others, no.
18. Give him a trade.
19. It depends; many a young man is a success while working for others, but when foot-loose becomes a failure; on the whole, I would advise him to try and see what there is in him.
20. No, not all borrowed that is required. If he had not the foresight and ability to save some money while acquiring the experience, the chances would be against him.
21. Lack of application; thought that should be concentrated on one thing is dissipated on many, including pleasures.
22. I read every clean book I could get my hands on. There is something good in every such book if the reader has the ability to find it.
23. Yes.
24. Yes.
25. Be honest, clean, gentlemanly, prompt; never give up studying; read clean books; obey orders of superiors implicitly; above all, be a success in each and every occupation, no matter how humble it is.

John Mitchell

Indianapolis, Ind. President, United Mine Workers of America. Second Vice-president, American Federation of Labor.

1. Constant application to my duties. Concentration of effort upon special subjects.
2. Yes.
3. Not necessarily.
4. No.
5. No, unless he possesses exceptional ability.
6. No.
7. Ordinarily agricultural pursuits are conducive to greatest contentment and happiness, and boys should be encouraged to stay on the farm.
8. Yes.
9. Yes.
10. He must, at least, have a deep interest in it.
11. Experience.
12. In no great degree.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No.
21. Inexperience; lack of application to work; intemperance.
22. Works on sociology, political economy, history, religion.
23. Yes.
24. Yes.
25. Be studious, honest, and temperate, in all your habits. Respect and honor your parents. Be respectful to your elders.

General Oliver Otis Howard

U. S. Army. (Retired.) Burlington, Vt. Author and lecturer.

1. (*a*) An inheritance of intrinsic energy which has never yet abated. (*b*) To having before me a definite thing to accomplish. (*c*) An education, including the classics and the college. (*d*) A profession — and to adorn it. (*e*) To do something beyond and above a profession in the interests of my fellow-men. (*f*) By writing, speaking, and publishing to leave some proper record. (*g*) My philosophy, to make somebody happier every day.
2. Yes, by and by; not to hasten his choice; climb to the top of general knowledge, then choose.
3. No; fitness is better. Zeal will follow success.
4. A boy's wisdom is not the best; Washington was hindered and turned by a mother's preference.
5. Change may be well. It is wise to manage to keep outside of the great city.
6. It will be better every way for him to embrace the "fair business opportunities" and bide his time.
7. Perhaps the discipline of the farm is just what the boy needs.
8. Yes, of course, to real success. Dishonesty is perdition regardless of dollars.
9. Yes, for body and soul.
10. Not necessarily. Love for your work makes it easier to perform it.
11. Cannot tell. They must be conjoined.
12. Of course, ability must be applied; that makes experience.
13. As a rule, yes; for he should not be a business drudge.
14. Yes, if he can afford it. Large general knowledge is wholesome.
15. He may learn something of the trade first, and then if possible take the technical.
16. Yes, by all means.
17. No, not force him, but persuade him that a good general education is a good thing.
18. I would find what he was fit for and advise him to do that.
19. Yes, at first; later he could select his partners.
20. No, not as a rule. He could risk it if he secured money at low rates.
21. Not keeping down the expenses.
22. (1) The Bible (Christ's teachings). (2) A history of his own country. (3) The World's History for Youth. (4) Some good poet (Longfellow, Whittier, etc.). (5) Some good novel (such as Walter Scott, Ben Hur, etc.). (6) Shakespeare.
23. Yes, after 15 years of age.
24. It is well for society to have it so. Advice however should be specific to the individual.
25. (*a*) Learn to be your own master. (*b*) Be able to listen as well as to talk. (*c*) Develop your strength gradually

of body, of mind, of heart. (*d*) Be loyal to the truth. (*e*) Keep the commandments. (*f*) Be true to your best instincts; and go to good men and women for counsel. (*g*) Remember: "God is love," and fail not in loving-kindness.

General George Lewis Gillispie

Washington, D. C. Chief of Engineers, U. S. Army.

1. Constant application to the duty in hand for a period of forty years, with the object of rising to higher consideration of my superiors by faithful devotion to the duty and by doing more than orders demanded. I was also favored by the fact that I developed early, owing to Civil War which had just opened when I graduated at West Point. The following four years of hard work, requiring great mental strain were golden years to me. I am still a busy man.

2. It is generally held preferable, and may be so accepted, if the boy has the means and facilities for fitting himself for his calling.

3. Not necessarily. Force of circumstances may compel a man all his life to do the things he least enjoys, and yet he may be called a successful man.

4. Force should seldom be used.

5. Great success in life is seldom accomplished without competition with the most alert minds; a condition not obtaining in a restricted sphere.

6. The boy himself will quickly decide this question — his ambition will control.

7. No, if his distaste has become morbid and his ambition is apparently checked.

8. Absolutely necessary; no success can be permanent or desirable without it.

9. Absolutely so; but the mind must not be misled by fortuitous success in finance or trade.

10. This seems a cardinal rule, but we know of cases where men have been successful in a profession originally distasteful.

11. It is difficult to divorce the two, but my judgment inclines to ability, which enables the boy to grasp the good results of experience.

12. Yes; I have known several instances of this kind, but it is influenced by conditions not inherent in the boy.

13. Yes, if he goes to college to learn. He must have a definite purpose beyond the objectionable one of passing three or four hours in idle pastimes.

14. No, except to a good preparatory school where the mind can be sufficiently trained to thought, and where he may be well grounded in mathematics as applied to mechanics.

15. It is not necessary. If he has the time and money to spare, a training in a technical school is a fortune in itself, no matter what the calling.

16. Yes, decidedly.

17. Force in education is seldom advisable, except towards a perverse character. A promising boy can usually be reasoned with, and many times influenced against original prejudice.

18. Such a boy can only make a living; if in business he may be assisted and pulled along by his associates.

19. No. It is best to start in life with well-chosen companions; afterwards, when the world is better known and the methods of the world better studied, a separate course may be adopted to advantage.

20. The principle here is the same; the young man can have little experience, and time is an essential element; whether he has the money or borrows it is of little consequence.

21. Over zeal to accomplish results without adequate study of the requirements of the moment, and without patience to await the results of study and persistent work.

22. The trade or profession selected will determine the books to be read. They should be by the best writers, whom the world holds as authorities.

23. Yes, a good cosmopolitan paper such as the New York *Evening Post*, supplemented by a sound and reliable review of the world's current events.

24. Yes, there is always the advantage of the father's good name to assist the son until he, by his own character and trustworthiness, can face the world and command its respect.

25. That the greatest happiness in life is that derived from personal effort, which can only be attained by honesty, energy, and justice, and consideration of the rights and feelings of others.

Frank B. Conover

Manager, Coleman House, Asbury Park, N. J.

1. Hard work and a fair amount of good luck.
2. Yes.
3. No.
4. No.
5. Yes.
6. Yes.
7. No.
8. Yes.
9. Yes.
10. No.
11. Ability.
12. Yes.
13. No.
14. No.
15. No.
16. Yes.
17. No.
18. Business.
19. Yes.
20. Not all borrowed.
21. Incapacity and lack of capital.
23. Yes.
24. Yes.
25. Think out a line of action, stick to it, and don't be discouraged.

L. B. Paxson

Reading, Pa. Consulting Mechanical Engineer, Philadelphia & Reading Railway.

1. First, to the teachings of a pious mother, forming my character; and second, as an employé of a railroad, to steadfast diligence and patient toil.
2. Yes.
3. Yes, sir.
4. I do not; "men are only boys grown tall," they should have a voice in the choice of occupation.
5. I always dread to see a boy exposed to the vices of a city.
6. I would advise him to stay at home with his friends.
7. No.
8. Absolutely so.
9. Yes.
10. Yes.
11. They are handmaids; if he has ability, he will soon acquire experience.
12. A doubtful problem.
13. Yes.
14. Yes.
15. Yes.
16. Yes, if he wishes success.
17. I do not.
18. I think he would succeed best at a trade.
19. Yes.
20. I have a holy horror of debt.
21. Want of character and lack of business qualifications.
22. I would name the Bible as the first.
23. It will do him no harm, if he avoids the yellow journals.
24. If the business is legitimate.
25. Avoid all vice and dissipation; honor your father and mother.

Orlando W. Aldrich, Ph.D., LL.D.

Columbus, Ohio. Lawyer. Formerly professor of law, Illinois Wesleyan University and Ohio State University. President, Worthington, Clintonville & Columbus Street R. R. Author.

1. Continual application; the habit of looking at all things from a practical standpoint.
2. Most decidedly.
3. To full success, yes; a fair degree of success may be had without such pronounced preference.
4. No.
6. Not usually, until he had shown his ability at home.
7. No.
8. Yes.
9. Yes.
10. A person may perhaps be fairly successful without a love for the work, if versatile and diligent.
11. Ability.
12. Yes, as experience can be gained.
13. If he has plenty of money and time, yes.
14. Would prefer a technical school.
15. If he is financially able.
16. Yes.
17. Not generally.
18. A trade.
19. Yes, if he found a good opening.
20. Only under exceptional circumstances.
21. Lack of practical foresight.
22. The Bible, Shakespeare.
23. Decidedly.
24. If satisfactory to him, yes.

25. Be diligent, act with strict integrity and honor upon all occasions. Be courteous, and exercise the habit of self-control. Take no important step rashly, but cultivate the habit of self-reliance. Assume responsibility when necessary.

Charles E. Adams

Lowell, Mass. President, Massachusetts State Board of Trade.

1. Whatever success I may have attained has been by hard and persistent work.
2. Yes.
3. No.
4. No.
5. Yes, if he has any ambition.
6. Should advise commencing his business career at home under conditions named.
7. No.
8. Not necessary for temporary financial success, but for permanent financial and best results, yes.
9. Yes, without any qualification.
10. Not absolutely necessary, but without doubt greater attainments can be achieved by having this advantage.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Conditions of 25 years ago, yes. Conditions of to-day, no, without alliance can be made with some strong house already established.
20. No.
21. The principal one outside of personal habits is the failure to appreciate that the constant change of commercial methods must be followed and adopted.
23. Yes.
24. Yes, if it is well established, and he has a preference for mercantile life. If otherwise inclined, no.
25. Remember that the best results can only be obtained in business or professional life through aggressive, persistent work, combined with strict integrity.

Ransom S. Fuller

President, Eastern Steamship Co., Boston, Mass.

1. Industry and good habits
2. Not always.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. No.
11. Ability.
12. Yes.
13. No.
14. No.
15. Yes.
16. Yes.
17. No.
19. Yes. If large salary, no.
21. Bad habits. Poor judgment.
22. "John Halifax, Gentleman," is a good book.
23. Yes.
24. Yes.

REMARKS. Consider carefully before making up your mind, then do your level best to accomplish what you undertake; be kind to all; never deviate from good habits, truth, square dealing.

William Renwick Riddell, K.C.

Toronto, Ontario. Lawyer.

1. Hard work and habits of accuracy.
2. Yes.
3. No.
4. No.
5. Yes, if he can work and wait.
6. Not for a time; let him find his feet.
7. No.
8. To make money, no. For what I call real success, yes.
9. Yes.
10. Generally, but not necessarily so.
11. Ability.
12. Yes.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. Yes, at least for two years.

18. A trade.
19. Yes.
20. Yes.
21. Want of continuity of effort.
22. The Bible, Shakespeare. (No others are sufficiently far above one hundred which might be mentioned, to deserve special mention.)
23. Yes, a paper like the New York *Evening Post*.
24. As a rule, yes.
25. Be honest, hard working, and accurate.

Gardner M. Jones

Salem, Mass. Librarian, Salem Public Library. Ex-president, Massachusetts Library Club. Treasurer, American Library Association. Author.

1. Hard work, sticking to business, and at the right moment daring to make a change to something which better suited me.
2. Yes.
3. Not necessary, but a great aid.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Not always necessary.
11. Ability.
12. Yes.
13. Yes.
14. Yes, if possible.
15. Yes, decidedly.
16. Yes.
17. It depends upon the boy; most boys, no.
18. Depends on the boy and his environment.
20. No.
22. Different boys need different books.
23. Yes.
24. No.
25. Stick to your business; don't get discouraged; seize your opportunities.

Remarks. I have answered the questions on general principles. Some of them, such as those about leaving home, is the father's business, etc.; might be modified by home conditions. Sometimes it is the boy's duty to sacrifice himself to his family.

William B. Atkinson, M.D.

Philadelphia, Pa. Editor, *Public Health*. Lecturer on diseases of children, Jefferson Medical College. Professor, sanitary science and pediatrics in Medico-Chirurgical College. Secretary, Associated Health Authorities of Pennsylvania. For 35 years, secretary, American Medical Association and Medical Society State of Pennsylvania. Author.

1. Constant application and the encouragement accorded me by my father who had great reason to value an education.
2. Most positively.
3. As a rule it is eminently necessary.
4. Never. I have examples of the bad effect of this.
5. Certainly.
6. Then he should remain at home.
7. Too often a boy imagines he does not like it.
8. Absolutely; it begets confidence.
9. The want of this is often the cause of failure.
10. Not necessarily; still it is better.
11. Ability.
12. I do. Know of instances.
13. While he may do well, yet a college course unfits him for business.
14. I would not.
15. No.
16. A college training prepares him for a profession.
17. A self-willed boy is apt to show its bad effects.
18. A trade; never a profession.
19. Certainly, provided he has application.
20. Not unless he has a positive prospect of money to meet the loan.
21. Tendency to change, thinking he can do better at some other business.
22. Difficult to answer. From early boyhood I have read nearly everything that came in my way. A first-class encyclopedia and dictionary should be at hand, and consulted whenever he met with matters in which he was ignorant.
23. Yes, and keep out of politics which makes more rascals than anything else.
24. Only when he felt a decided preference for it.
25. Apply yourselves earnestly. Attend to business. Do not speculate,

Orsen G. Staples

Proprietor, Rigg's House, Washington, D. C.

2. Yes.
3. No.
4. No.
5. Yes.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. No.
14. No.
15. No.
16. Yes.
17. No.
18. Trade.
19. No.
20. No.
21. Lack of energy and attention to business.
23. Yes.
24. Yes.
25. Work, work, work. Be honest.

William R. Moody

Principal, Mt. Hermon School, Northfield, Mass. Son of Dwight L. Moody, the Evangelist.

1. The work in which I am engaged has loyal friends. Whatever success has come to it under my care is to be attributed to God's best gift to any institution — loyal friendship.
2. Yes.
3. Yes.
4. No.
5. Yes.
6. No.
7. No.
8. Yes, to success in the true sense.
9. Most emphatically.
10. Yes.
11. Ability.
12. Yes.
13. This would be a question regarding his age. If under nineteen, yes; if over, no.
14. Would advise a technical school or scientific course in college.
15. Yes.
16. Yes.
17. No.
19. Yes.
20. No; depends on calibre of man.
21. Expensive living.
22. Bible. Depends on his age and tastes; one or two standard works of Dickens or Scott or Thackeray, Tom Brown's School Days, Coffin's historical works for boys, "Boys of '76," "Story of Liberty," etc.
23. No.
25. A good motto for a boy is in the words, "Grace, grit, and gumption." It is a motto needing no comment, and if made the rule of life will bring success.

REMARKS. It is almost impossible to give definite answers to these questions. The more I know of boys the less emphatic I am about making general rules for all, with the exception of a few principles. Every boy is a problem in himself. He must be studied as such, and to treat all alike is to fail entirely in discovering the greatest possibilities in the individual case. We have about 750 young men and boys in Mt. Hermon Boys' School during the year, and each man has to be considered on his own personality.

Isidor Straus

New York City. Member of firm of R. H. Macy & Co., New York City, and Abraham & Straus, Brooklyn. President, Educational Alliance. Capitalist and philanthropist.

1. By such conduct as gave me the confidence, unstinted and unquestioned, of all who came in contact with me in business or socially, and by impressing those whose commercial and financial credit was needed with the faith in my judgment and discretion as never to question the prudence of the transaction, whatever the amount.
2. Yes, if you are convinced that it is not a passing whim.
3. No, as frequently the taste of a young person develops "on what it feeds."
4. By no means.
5. That depends on the character of the boy; I should only consider it

advisable if he had shown an aptness which distinctly shows him fitted for a larger field.

6. I think it more prudent only after he had become convinced that the field is not large enough for his energy.

7. No, provided he is actuated by an ambition and fitness which demonstrates that the change is not prompted by frivolous ideas.

8. Absolutely.

9. Yes, in 99 cases out of a hundred. Genius, when associated with others who supply the necessary attention to details, is an exception.

10. Yes, or be actuated by such a sense of duty as to amount to awakening an earnestness equal to what love produces.

11. Ability; experience fails to profit a person who lacks ability of application or discernment.

12. Assuredly, for it is the basis on which experience alone can build successfully. Experience is simply a growth, a development.

13. Yes, if bread winning is not the most pressing and important problem which confronts him.

15. Yes.

16. Most assuredly.

17. Yes, if his financial position be such as to make it secondary whether he becomes a bread winner a few years sooner or later.

18. Until he can be imbued with energy or have awakened within him some ambition he is not likely to succeed in anything.

19. That depends on his discretion and judgment. Many excellent employees, who command good salaries, are utter failures as masters. They can carry out, but cannot plan.

20. The answer to this is covered by my last answer.

21. Lack of judgment and discretion. Some very able, economical, industrious, and painstaking men I have known, who never succeeded.

23. Yes.

24. Yes, unless the business is such in character that it in reality is not an honorable calling.

25. Conduct yourself so that you command the respect and confidence of all who know you.

REMARKS. Honorable success *cannot* be achieved without certain moral principles, but to attempt to put into words "How success *can* be achieved" is misleading, dangerous, yes, I may say, impossible. I have never known an instance when it was attempted, but I have some one in mind whose life disproved almost every attribute of the formula.

A. D. Brown

St. Louis, Mo. Hamilton-Brown Shoe Co.

1. Concentration of purpose, hard work, and regularity of habits.

2. Yes.

3. Yes.

4. No, not if the one for which he has preference is a laudable one.

5. If he has ambition, yes.

6. No.

7. No.

8. Yes.

9. Most assuredly.

10. I do, beyond all question.

11. Ability.

12. I have seen it done frequently.

13. It would be preferable, but not essential.

14. A college education is a good thing for any one to acquire, if they are able to get it.

15. Yes

16. It would be better if he did.

17. No. It would do him little good.

18. Generally speaking, a boy without ambition will not make much of a success in anything.

19. That would depend upon the prospects before him in his position, and the opportunity he has to enter business.

20. A young man of good health and habits need not be afraid to borrow money, if he does not go in too heavily. The "scratching" he has to do to pay it back will do him good.

21. Vacillation and carelessness.

22. Every boy should read the Bible, the Life of Benjamin Franklin, Life of Abraham Lincoln.

23. Yes.

24. If his tastes run that way, he ought to enter and improve his father's business.

25. Select an occupation, stick to it, don't touch liquor, tobacco, or cards; keep away from fast women; attend church and Sunday school; eat and sleep regularly; work hard.

Lucien C. Warner, M. D.

New York City. Warner Brothers Co., corset manufacturers. Chairman, International Committee, Y. M. C. A. President, Congregational Church Building Society. Chairman Advisory Committee, Forward Movement, A. B. C. F. M. President, Hamilton Bank and Home Fire Insurance Co.

1. To industry combined with a constant sense of responsibility, to always preserving a teachable frame of mind, to good judgment acquired by profiting by experience.
2. Yes.
3. Not always, it depends on general ability.
4. No.
5. It depends on the boy. A great majority of boys who come to the city would have done better to have remained at home.
6. Not unless he feels in himself the ambition and ability for great things.
7. No, if he has ambition or skill in any other direction.
8. Yes, no permanent business can be built up without it.
9. Yes.
10. One is much handicapped if he does not love his work, but he may succeed.
11. Ability. Some people never learn from experience.
12. Yes. Some people are successful from the first before they acquire experience.
13. If he is quick in his studies, yes. He will be less likely to become a business machine and will get more out of life.
14. Not usually.
15. Yes.
16. Decidedly, yes.
17. Not usually, but if he has ability to profit by education, a little urging might do him good.
18. Such a boy will do best in a trade, where he works under the direction of others.
19. Yes, if he has ability, so that he can manage a business wisely.
20. Not unless his experience has been such as to demonstrate beyond doubt that he has money-making ability.
21. The cause of failure is about equally divided between the lack of good judgment and the lack of a real sense of responsibility in caring for and pushing the business.
23. Yes, a good paper, but much time is ordinarily wasted in reading unprofitable details from the daily paper.
24. Yes, if the business is prosperous or he has the ability to make it prosperous.
25. If you would succeed in greater things put your best efforts into the work now in hand, and make a success of that.

Francis C. Moore

New York City. President, Continental Insurance Company.

2. Yes.
3. Yes.
4. No.
5. Not unless he has means of support until he gets a start.
6. No.
7. No.
8. Yes.
9. Yes.
10. As a rule.
11. Ability.
12. Yes.
13. Yes; he will never make the same mistake twice.
15. Yes.
16. Yes.
17. No.
18. "Kill the boy and raise the calf."
19. Yes.
20. If he can find one fool enough to lend it.
21. Laziness.
22. The Bible, Shakespeare, Young's Astronomy, Kenelm Chillingly, Lorna Doone, and Gordon's epitaph in St. Paul's Cathedral: "Always and everywhere he gave his strength to the weak, his substance to the poor, his sympathy to the suffering, and his heart to God."
23. Yes.
24. Yes, if it is a good one.
25. Be honest, brave, polite, industrious, studious, patient; swift to hear, slow to speak, slow to wrath; and let the peace of God rule in your hearts.

Arthur E. Bostwick, Ph.D.

New York. Superintendent of Circulation, Astor, Lenox, and Tilden Libraries and branches. Formerly Chief Librarian, New York Free Circulating Library. Associate editor, Standard Dictionary. Editor, Science Department, Literary Digest. Ex-president, New York Library Club and Long Island Library Club. Director, Peoples' University Extension Society. Author.

1. I don't consider that I have been particularly successful.
2. Yes.
3. No.
4. No.
5. Yes, for business success.
6. No.
7. Usually not.
8. No, unfortunately.
9. Usually.
10. Usually.
11. In different proportions, depending on the occupations.
12. Rarely.
13. Not from a purely financial standpoint, perhaps; from all others, yes.
14. Same as above.
15. Yes.
16. Yes.
17. No.
18. Trade.
19. Depends.
20. Also depends.
22. Bible, Shakespeare, Robinson Crusoe, any good history of England, any good history of the United States, any good Ancient history.
23. Not one, but several. To stick to one paper and "swear by" it is very narrowing.
24. Yes.

W. K. McFarlin

Hoboken, N. J. Chief Engineer, Delaware, Lackawanna & Western R. R.

1. To beginning at the work I liked best and keeping at it.
2. Yes.
3. Yes.
4. No.
5. Depends on qualifications.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Must be in combination.
12. If the person will listen in the meantime to good advice it may be all right.
13. Only limited.
14. No.
15. Yes as he may be able.
16. Yes.
17. No.
18. Trade.
19. If he has the necessary business judgment.
20. If he knows what he is doing, yes.
21. Lack of business judgment.
23. Yes.
25. Work to the interest of the man who employs you.

REMARKS. The promotions of today come first to the man who above all active things tries to make his employer's interest his.

A. B. Aylesworth, K. C.

Toronto, Ontario. Lawyer.

1. Hard work.
2. Yes.
3. Probably.
4. No.
5. Not necessarily.
6. No.
7. Not unless fit for it.
8. Yes.
9. Yes.
10. Yes.
11. Experience, if properly utilized.
12. Doubtful.
13. Yes.
14. Yes.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
20. No.
21. Living too expensively.
22. The Bible, Shakespeare, Dickens.
23. Yes.
24. Yes.
25. Be industrious; be earnest; be truthful; and don't take a drink during business hours.

Hon. Henry B. F. Macfarland

Washington, D. C. President, Board of Commissioners of the District of Columbia.

1. The favor of God, giving opportunity after suitable education, under the stimulus of a cheerful but urgent necessity, to do work that I had liking and ability to do and which I did with my might.
2. By all means.
3. No.
4. No.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Yes.
14. No.
15. Yes.
16. Yes.
17. No.
18. A trade.
19. Yes.
22. The Bible, Self Culture (Blackie), Sermons (Phillips Brooks), Manliness of Christ (Hughes), Friendship (Hugh Black), Self Help (Samuel Smiles).
23. Yes.
24. Yes.
25. You have the greatest opportunity boys have ever had; make the most of them by the grace of God. "The night cometh" — waste no time.

William L. Douglas

Brockton, Mass. Shoe manufacturer.

1. (*a*) Being a thorough practical shoemaker with an ambition to become a manufacturer. (*b*) A perseverance and determination to succeed under adverse circumstances. (*c*) Sticking to one thing, not allowing myself to be attracted into other businesses, no matter how alluring the prospect of success. (*d*) Maintaining always my credit. (*e*) Making honest goods, selling by one method, and persistently letting the people know I have good goods to sell at a fair price by advertising day in and day out through good times and through panic times. (*f*) By organizing my business as it grew into distinct departments, placing capable men in charge of the departments. Interfering in no way whatever with the conduct of the various departments, holding each department manager responsible, judging men by results only.
2. Yes.
3. Not necessary; but unless one is ambitious to succeed in a calling after a few years' experience in that calling he had better abandon it.
4. No.
5. I do not think it would be prudent for a country boy having no opportunity at home to make a leap at one bound from the farm to a great city, rather would advise that he go to some place affording him more opportunity for development than the farm, a small city; then after he has developed to the limit of the opportunity of a small city, he should go to the great city, or wherever his opportunities would be greater.
6. No.
7. No.
8. Yes.
9. Yes.
10. Yes.
11. Ability.
12. Yes.
13. Depends upon the business. If he is to enter the book-keeping business, or business of a character where profound learning is essential, I should advise that he go to college. In ordinary business I do not think college education essential.
14. No.
15. He no doubt would be a better mechanic should he attend a technical school, but I do not consider it essential that he attend such school.
16. Yes.
17. No.
18. Trade.
19. Yes.
20. No.
21. Lack of sufficient capital.
22. The Bible. History of the United States. History of the World. Biography of successful men. Some technical books pertaining to the business or occupation he is engaged in or intends to enter. Commercial Laws and Customs.
23. Yes.
24. No.
25. Be honest, faithful, industrious, save your money.

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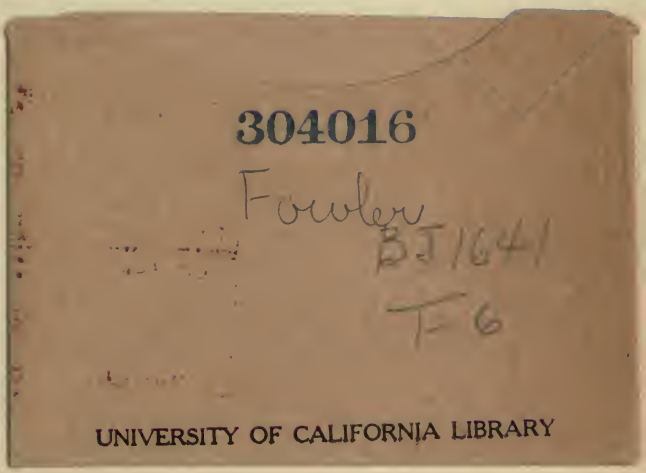
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